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INTRODUCTION

The Budget Book

This book sets out the Hammersmith and Fulham approved Revenue budget for 2014/15 and highlights the capital programme.

Other publications

The council also produces the following two publications which show different aspects of the council's finances:

- Council Tax and Business Rates booklet.
- Statement of Accounts.

Further details about these can be obtained from:

Jane West
Executive Director of Finance & Corporate Governance.
London Borough of Hammersmith & Fulham
Town Hall, King Street
Hammersmith
W6 9JU

List of Contacts

Adult Social Care	Rachel Wigley	020 8753 3121
Children's Services	Dave McNamara	020 8753 3404
Environment Leisure and Residents' Services	Mark Jones	020 8753 6700
Finance & Corporate Services	Caroline Wilkinson	020 8753 1813
Housing & Regeneration Department	Kathleen Corbett	020 8753 3031
Libraries & Archives	Annelie Drabu	020 7641 3449
Public Health Services	Gary Ironmonger	020 8753 2109
Transport & Technical Services	Mark Jones	020 8753 6700
Housing Revenue Account	Kathleen Corbett	020 8753 3031

REVENUE BUDGET SUMMARY

Background to the Budget Strategy

The council tax charge will be cut by 3% in 2014/15. This will be the seventh reduction in the last eight years. The 2014/15 Band D charge is £182 (20%) less than in 2006/07. In real terms a cut of 39%.

Government grant has fallen by £13m (9%) in 2014/15 and is forecast to continue falling until at least 2017/18.

The Council's budget strategy is to play its part in tackling the fiscal deficit whilst also focusing available resources on key local priorities and reducing the burden on local council tax payers.

The approved 2014/15 budget and amount to be funded from council tax is set out in Table 1.

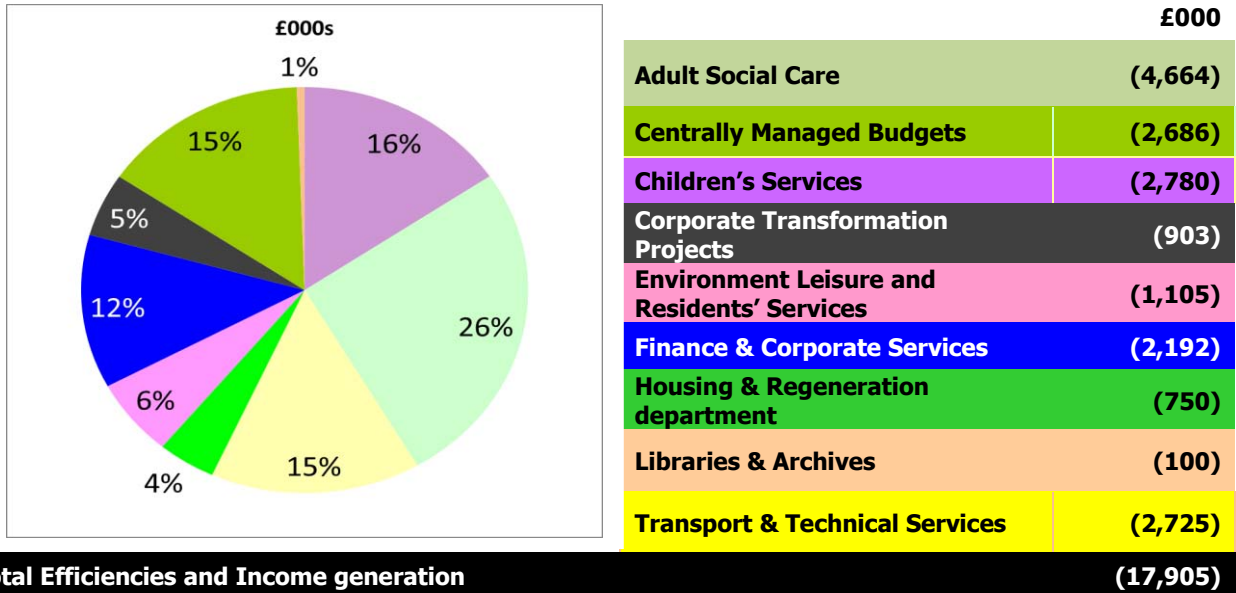
Table 1 – Council Tax Requirement.

	£000
2013/14 Base budget Rolled Forward	186,986
<i>Plus</i>	
Inflation	2,800
Growth	4,696
General Contingency	900
Non-domestic rates tariff payable to government	2,913
<i>Less</i>	
Efficiency Savings and Income Generation	(17,905)
Gross Council Budget 2014/15	180,390
Less Revenue Grants and Use of Reserves	(8,357)
Net Budget Requirement	172,033
Revenue Support Grant (from government)	(66,038)
Localised Element of Non-Domestic Rates	(53,839)
One off Collection Fund Surplus	(787)
2014/15 Council Tax Requirement	£51,369

The Medium Term Financial Strategy (MTFS)

This rolling plan interconnects the Council's overall strategic priorities with appropriate funding levels and a challenge process that drives forth service innovations and finds efficiencies. This has enabled the Council to cut Council Tax by 3% in 2014/15. The Council's departments identified the following efficiency savings as part of the MTFS process.

Table 2 – Departmental breakdown of Savings



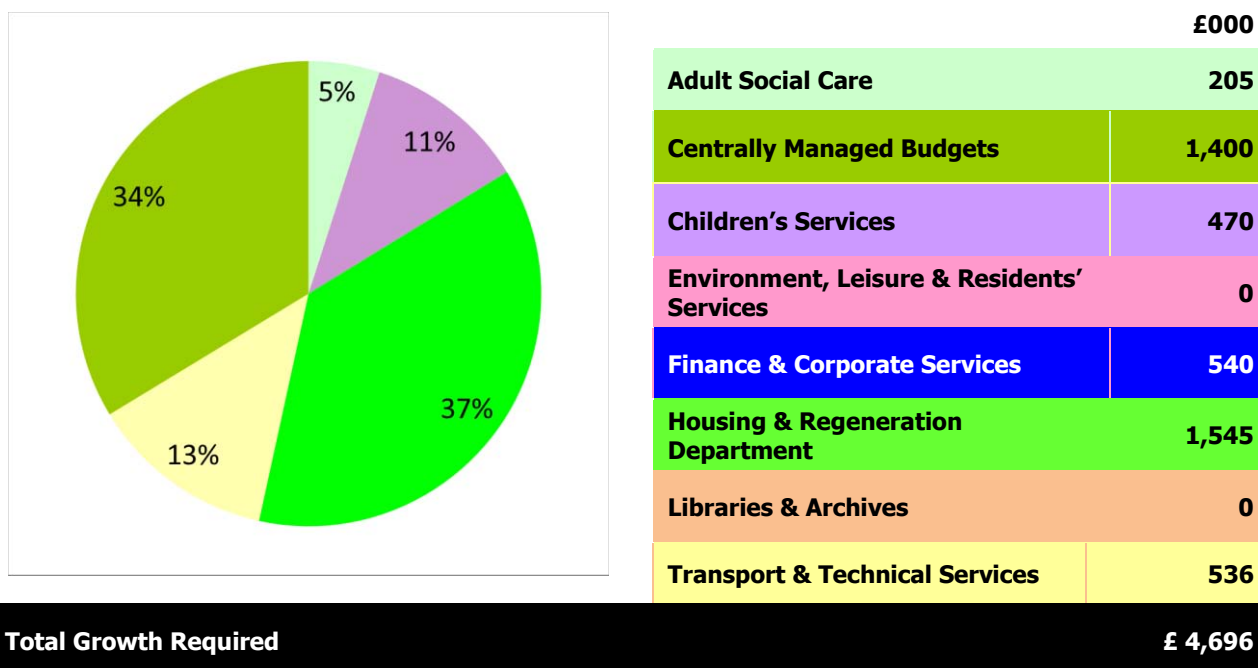
The level of savings required to balance the budget is significant, but as far as possible the Council has tried to protect front line services. A categorisation of the savings is shown below.

Table 3 - Analysis of the 2014/15 Savings

Type of Saving	£'000s
Tri- Borough	(4,160)
Staffing / Productivity	(1,980)
Commissioning	(3,247)
Procurement/Market Testing	(745)
Commercialisation / Income	(1,975)
Transforming Business Portfolio	(893)
Reconfiguration/Rationalisation of Services	(3,099)
Debt Reduction Strategy	(1,336)
People Portfolio	(470)
Total	(17,905)

The Council's departments identified the following growth requirements in total during the MTFS process.

Table 4 – Departmental breakdown of Growth requirements



Council Tax

The Council is obliged by statute to calculate the council tax requirement and set a balanced budget. Council Tax is a tax on domestic properties that are classified into various valuation bands.

In London, not only does each Borough raise council tax, the Greater London Authority (GLA) also precepts Council Tax. The GLA is responsible for budgets and strategy on London transport, spatial development, economic development, the Metropolitan Police and fire services. The combined bill from both organisations is the amount that residents see on their bills.

There are eight bands from A to H, arranged in increasing property value. All property bands are expressed as ratios of Band D, A to C being smaller and E to H being larger. Band D is used as the middle band upon which the Council Tax demand is based and all other bands are converted to a 'Band D equivalent' by using the appropriate ratio.

The Tax Base for the council is the sum of all Band D equivalents multiplied by the tax collection rate. For 2014/15 the Council has formally agreed a Tax Base of 69,875 for Band D equivalent properties. The movement in the Band D Council Tax amount is set out below:

	2013/14	2014/15	Reduction In Council Tax
Hammersmith & Fulham	£ 757.90	£ 735.16	(3.0%)
Greater London Authority	£ 303.00	£ 299.00	(1.3%)
Total Council Tax	£ 1060.90	£1034.16	(2.5%)

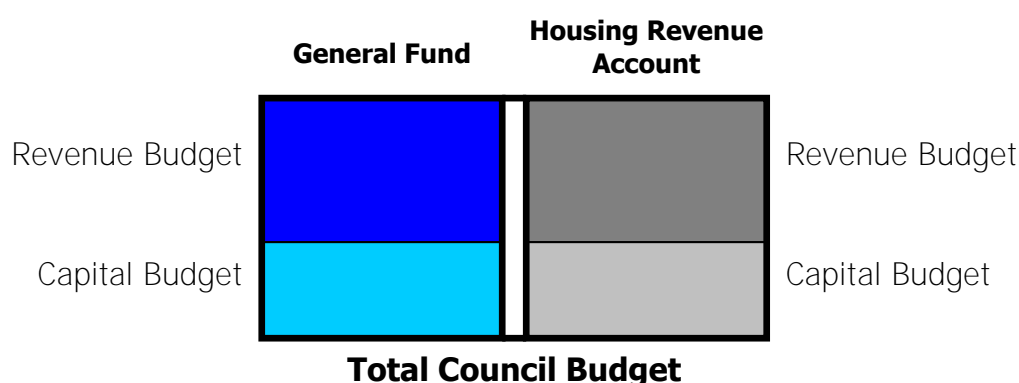
This gives residents the third lowest council tax in London which is also the third lowest in

BUDGET BOOK GUIDANCE

The Council structure

From a budgeting perspective, the council is principally divided into the General Fund and the Housing Revenue Account. Each of these budgets is set independently. This is to ensure that **council rents are ringfenced to the council's housing stock and that council tax funds all the other services the Council provides.**

Within the General Fund and the Housing Revenue Account, there is both revenue expenditure and capital expenditure. The former is mainly for day-to-day operations and the latter for investment in assets. This can be understood diagrammatically:



There are ten departments presented in the Budget Book: Adult Social Care, Centrally Managed Budgets, **Children's Services, Environment Leisure and Residents' Services,** Finance & Corporate Services, Housing & Regeneration Department, Libraries & Archives, Public Health, Transport & Technical Services and the Housing Revenue Account.

How to read the budget book

High level summaries of the General Fund and the Housing Revenue Account are presented from pages 9 and 114 respectively.

High level summaries of the General Fund Capital Programme and Decent Neighbourhoods, including the Housing Revenue Account are presented from pages 134 to 142.

The budgets are presented in a standard 'subjective analysis' format according to best practice guidelines from CIPFA. At this level of detail, budgets are summarised into one of 15 categories including 'Employee Expenses,' 'Supplies & Services,' and 'Customer & Client Receipts.'

This is followed by departmental summaries which show the budget movements from 2013/14 to 2014/15 for each division.

Subsequent to each departmental summary is a divisional page which groups together a coherent set of services.

Each divisional page gives you a description of that service and an itemised list of major movements in budgets and staffing between 2013/14 and 2014/15.



2014/15 ESTIMATES

CORPORATE SUMMARY

GENERAL FUND SUMMARY

Service Area	2013/14 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2014/2015 Estimates £000
Adult Social Care	66,829	1,204	(55)	(4,623)	205	843	64,403
Centrally Managed Budgets	30,646	432	1,020	(4,060)	650	(14)	28,674
Children's Services	53,133	518	(1,327)	(2,933)	601	(238)	49,754
Environment Leisure & Residents Services	31,906	107	(1,172)	(1,143)	0	1,436	31,134
Finance & Corporate Services	18,223	349	100	(1,698)	863	(1,003)	16,834
Housing & Regeneration	6,285	(5)	(343)	(522)	1,545	765	7,725
Libraries & Archives	3,115	4	(68)	(100)	0	261	3,212
Public Health Services	312	0	0	0	0	34	346
Transport & Technical Services	(5,377)	191	1,947	(2,809)	832	(160)	(5,376)
Total Departmental Expenditure	205,072	2,800	102	(17,888)	4,696	1,924	196,706
Capital Financing	(19,352)	0	0	0	0	(579)	(19,931)
Use of Balances	3,920	0	(102)	(17)	0	(1,647)	2,154
General Grant	(7,696)	0		0	0	800	(6,896)
Net Expenditure	181,944	2,800	0	(17,905)	4,696	498	172,033

GENERAL FUND SUMMARY

	2013/2014	2014/2015
Number of Full Time Equivalent staff	4,258	3,476

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Expenditure							
Employee Expenses	197,785	75	(939)	(5,021)	0	(33,232)	158,668
Premises Related Expenditure	30,879	208	(427)	(1,025)	0	2,959	32,594
Transport Related Expenditure	6,169	3	(3)	(45)	0	(295)	5,829
Supplies and Services	51,515	332	(671)	(2,635)	11	(5,143)	43,409
Third Party Payments	148,704	2,114	763	(3,940)	882	23,585	172,108
Transfer Payments	180,861	175	38	(1,120)	845	(229)	180,570
Support Services	62,439	0	399	(49)	827	(442)	63,174
Capital Charges	24,162	0	0	(1,336)	0	990	23,816
GROSS EXPENDITURE	702,514	2,907	(840)	(15,171)	2,565	(11,807)	680,168
Service Level Agreement Recharges	(79,131)	0	0	0	0	1,174	(77,957)
Income							
Internal Recharge Income	(12,242)	0	823	0	395	3,903	(7,121)
Government Grants	(267,989)	0	0	0	0	9,912	(258,077)
Other Reimbursements & Contributions	(65,910)	(5)	(14)	(464)	0	275	(66,118)
Customer & Client Receipts	(72,534)	(102)	(17)	(2,002)	1,736	(929)	(73,848)
Interest & Other	(274)	0	150	(250)	0	(604)	(978)
Use of Balances & Reserves	4,558	0	(102)	(18)	0	(1,647)	2,791
General Grants & Capital Financing	(27,048)	0	0	0	0	221	(26,827)
GROSS INCOME	(441,439)	(107)	840	(2,734)	2,131	11,131	(430,178)
NET EXPENDITURE	181,944	2,800	0	(17,905)	4,696	498	172,033

Adult Social Care

Tri - Borough Adult Social Care

Description of Service

The purpose of the Adult Social Care (ASC) Department is to deliver high quality assessment, care co-ordination, social work and specialist community services to people with a disability, people with mental health needs and older adults and their carers. This includes a strong focus on the need to ensure the safety of vulnerable adults living within the borough and using services.

The Department is part of the Tri-Borough Adult Social Care service. ASC is committed to enabling more people to stay independent for longer, managing as much care for themselves as they are able through our personalisation approach and this is key to our investment strategy. Through the provision of preventative and community services, residents are given the opportunity to recover from acute events, maintain their independence and be self reliant. As care needs increase, so do the costs of supporting those needs and our approach aims to keep people in their own homes for as long as possible.

Integration with health is key to the future delivery of our services. Our ambition is to offer integrated community health and social care services while working more closely with clinical commissioning groups and acute providers. We believe this will yield greater benefits to residents and ensure that Adult Social Care is able to offer the right services at the right time whilst achieving better for less.

Statement of Core Business

The core of the business of the ASC Operations and Provided & Mental Health Partnership divisions is to ensure that the Council fulfils its statutory duties in respect of vulnerable adults under the National Assistance Act 1948 and subsequent related legislation. These divisions fulfil this duty in a manner which is consistent with the priorities of the Council.

The purpose of the Commissioning division is to understand and respond to the aspirations of local residents by analysing information and using evidence to design commission and procure services, implement changes and evaluate their effectiveness.

The purpose of the Procurement and Business Intelligence division is to monitor the performance of the Department, providing work force development for internal and external providers and project management facilities.

The purpose of the Finance Division is to provide effective, high quality, and professional support and advice **and maximise the value for money delivered from the Department's financial resources.**

Prime objectives of the Department

- Maximising self reliance, personal responsibility and enabling more people to find their own care solutions.
- People are provided with the right help at the right time to facilitate recovery and regain independence.
- People with long term conditions stay independent and live the lives they choose.
- Risk is effectively balanced between empowering and safe guarding individuals.
- People with disabilities are active citizens and enjoy being independent individuals.
- Identify carers and have their needs met within their caring role.
- People have a positive experience of social care services.
- Achieving greater productivity and value for money.



2014/2015 ESTIMATES

ADULT SOCIAL CARE

ADULT SOCIAL CARE CHANGE BETWEEN YEARS

Service Area Analysis	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2014/2015 Estimates £000
Directorate	433	0	0	(3)	0	41	471
Finance	554	0	(236)	(95)	0	7,687	7,910
Procurement & Business Intelligence	395	0	0	(196)	0	839	1,038
Commissioning	12,017	0	(54)	(1,300)	0	(1,447)	9,216
Provider Services	12,694	95	(5)	(769)	0	(3,053)	8,962
Operations	40,736	1,109	240	(2,260)	205	(3,224)	36,806
TOTAL	66,829	1,204	(55)	(4,623)	205	843	64,403

**ADULT SOCIAL CARE
SUMMARY**

	2013/2014	2014/2015
Number of Full Time Equivalent staff	304	286

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Expenditure							
Employee Expenses	12,936	0	(173)	(1,004)	0	691	12,450
Premises Related Expenditure	426	0	(171)	(5)	0	536	786
Transport Related Expenditure	760	0	0	(45)	0	(2)	713
Supplies and Services	12,502	0	14	(1,219)	0	(1,211)	10,086
Third Party Payments	46,866	1,053	237	(1,847)	205	495	47,009
Transfer Payments	8,838	151	38	(386)	0	57	8,698
Support Services	8,960	0	0	0	0	710	9,670
Capital Charges	728	0	0	0	0	(18)	710
GROSS EXPENDITURE	92,016	1,204	(55)	(4,506)	205	1,258	90,122
Support Services Recharges	(3,168)	0	0	0	0	0	(3,168)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(1,014)	0	0	0	0	889	(125)
Other Reimbursements & Contributions	(19,590)	0	0	(103)	0	(1,585)	(21,278)
Customer & Client Receipts	(1,415)	0	0	(14)	0	281	(1,148)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(22,019)	0	0	(117)	0	(415)	(22,551)
NET EXPENDITURE	66,829	1,204	(55)	(4,623)	205	843	64,403

**ADULT SOCIAL CARE
Directorate**

This Division contains the budget for the Tri-Borough Executive Director, Directors and Executive Support Assistants to Directors.

	2013/2014	2014/2015
Full Time Equivalents	4	4

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	481	0	0	(3)	0	(44)	434
Premises	1	0	0	0	0	0	1
Transport	2	0	0	0	0	0	2
Supplies & Services	60	0	0	0	0	0	60
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	1	0	0	0	0	85	86
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(3)	0	0	0	0	0	(3)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

	545	0	0	(3)	0	41	583
	(109)	0	0	0	0	0	(109)
	-						-
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	(3)	0	0	0	0	0	(3)
	433	0	0	(3)	0	41	471

Explanation of major items above

	£000	FTE
MTFS Efficiencies: Relates to Reduction in Executive Director & Executive Support Assistant Budget.	(3)	
Other Variations: Re-alignment of Employee budget between Directorate and Operations.	(44)	
Re-alignment of Service Level Agreement Budgets to comply with Accounting Regulations.	85	
Total	38	0

**ADULT SOCIAL CARE
Finance**

The purpose of the Adult Social Care Finance Division is to support the Department to achieve the most effective use of financial resources through forward planning, financial management, monitoring and control, establishing and reviewing systems that maximise income and providing high quality financial information, ensuring officers and members are well briefed on financial issues. This Division manages the Client Affairs of Deputyship and Appointeeship Services users, from 2014 this will be a Tri-Borough Team.

	2013/2014	2014/2015
Full Time Equivalents	22	21

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	1,170	0	(173)	(95)	0	84	986
Premises	160	0	(160)	0	0	0	0
Transport	3	0	0	0	0	0	3
Supplies & Services	375	0	97	0	0	(362)	110
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	8	0	0	0	0	7,606	7,614
Capital Charges	0	0	0	0	0	359	359
Gross Expenditure	1,716	0	(236)	(95)	0	7,687	9,072
Support Services Recharges	(1,089)	0	0	0	0	0	(1,089)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(68)	0	0	0	0	0	(68)
Customer & Client Receipts	(5)	0	0	0	0	0	(5)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(73)	0	0	0	0	0	(73)
Net Expenditure/ (Income)	554	0	(236)	(95)	0	7,687	7,910

Explanation of major items above

	£000	FTE
Redirected Resources: Transfer of Planned Maintenance budget to Transport and Technical Services.	(173)	
Transfer of Redundancy budget to Finance and Corporate Services.	(160)	
Transfer (£13k) part of legal budget to Finance and Corporate Services & Health Watch Funding of (£110k)	97	(1)
MTFS Efficiencies: Efficiencies from Client Affairs Review and reduction of Department Employees Recruitment budget.	(95)	
Other Variations: Relates to transfer of framework capital charges of (£359k) from Operation.	359	
Re-alignment of Supplies Services of (£362k) and Employees budget of £84k.	(278)	
Re-alignment of Services Level Agreement budgets to comply with Accounting Regulations.	7,606	
Total	7,356	(1)

**ADULT SOCIAL CARE
Procurement & Business Intelligence**

This Division procures and monitors contracts as well as providing Business Intelligence and quality information to Commissioners, Operational services, Cabinet Members, Scrutiny and Health and Wellbeing Boards, while also ensuring that staff have the skills to carry out their roles and producing accessible and high quality public information.

	2013/2014	2014/2015
Full Time Equivalents	10	8

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	862	0	0	(196)	0	145	811
Premises	(90)	0	0	0	0	90	0
Transport	0	0	0	0	0	0	0
Supplies & Services	158	0	0	0	0	12	170
Third Party Payments	559	0	0	0	0	(274)	285
Transfer Payments	0	0	0	0	0	0	0
Support Services	154	0	0	0	0	789	943
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,643	0	0	(196)	0	762	2,209
Support Services Recharges	(945)	0	0	0	0	0	(945)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(110)	0	0	0	0	24	(86)
Customer & Client Receipts	(193)	0	0	0	0	53	(140)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(303)	0	0	0	0	77	(226)
Net Expenditure/ (Income)	395	0	0	(196)	0	839	1,038

Explanation of major items above

	£000	FTE
MTFS Efficiencies: Efficiencies from Integrated Commissioning with Health and Workforce Development.	(196)	(2)
Other Re-alignment of training programme.	145	
Re-alignment between Premises of £90k & Third Party Payments for the outsourced Meal budget of (£274k).	(184)	
Re-alignment of Service Level Agreement Budgets to comply with Accounting Regulations.	789	
Re-alignment of budget for cessation of Health programme.	24	
Re-alignment of Customer and Client Receipts with Third Payment budget for Meals.	53	
Other minor changes	12	
Total	643	(2)

**ADULT SOCIAL CARE
Commissioning**

The Commissioning Division works with partners, particularly the National Health Service, to integrate care so that our residents receive the right care, at the right time, in the right place from the right provider. They also develop a market in services that enable people to be self reliant and independent.

	2013/2014	2014/2015
Full Time Equivalents	6	5

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	571	0	0	(89)	0	115	597
Premises	21	0	(8)	0	0	526	539
Transport	1	0	0	0	0	(1)	0
Supplies & Services	11,138	0	(46)	(1,189)	0	(848)	9,055
Third Party Payments	30	0	0	(22)	0	287	295
Transfer Payments	160	0	0	0	0	138	298
Support Services	1,010	0	0	0	0	(1,010)	0
Capital Charges	1	0	0	0	0	(1)	0

Gross Expenditure

Support Services Recharges

Income

	12,932	0	(54)	(1,300)	0	(794)	10,784
	0	0	0	0	0	0	0
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(312)	0	0	0	0	187	(125)
Reimbursements & Contributions	(455)	0	0	0	0	(988)	(1,443)
Customer & Client Receipts	(148)	0	0	0	0	148	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Redirected Resources: Transfer of Children Adaptation budget (£-46k) to Housing and (-£9k) Building Maintenance.	(54)	(1)
MTFS Efficiencies: Supporting People re-procurement, advocacy services and Employment and Training Services.	(1,211)	
Integrated Commissioning with Health.	(89)	
Other Variations: Transfer of Learning Disability Service from Stamford Brook budget and set up of Parkview rental budget.	526	
Re-alignment of Supporting People programmes to Operations and Provider Services.	(848)	
Re-alignment of Service Level Agreement Budget to comply with Accounting Regulations.	(1,010)	
Contribution for Parkview PFI credit and net Health Funded Income.	(653)	
Re-alignment of Health Funded schemes on Third Party Payment of (£287k) and (£138k) for Transfer Payments.	425	
Employee movement relates to (£50k) Local Reform Funding & (£65k) Safeguarding audit budget.	115	
Other Changes.	(2)	
Total	(2,801)	(1)

**ADULT SOCIAL CARE
Provider Services**

This Division is responsible for a range of supported homes, community support services and day services providing support to some of the most vulnerable residents with Learning Disabilities, Physical Disabilities and Mental Health needs. It is also responsible for Management of Mental Health Services partnership with National Health Service Trusts and the Mental Health operational budgets for placements, packages and direct payments.

	2013/2014	2014/2015
Full Time Equivalents	113	106

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	4,127	0	0	(407)	0	59	3,779
Premises	232	0	(2)	(5)	0	0	225
Transport	349	0	0	(27)	0	0	322
Supplies & Services	284	0	(3)	(30)	0	(7)	244
Third Party Payments	5,248	94	0	(279)	0	(451)	4,612
Transfer Payments	289	1	0	(7)	0	0	283
Support Services	2,821	0	0	0	0	(2,819)	2
Capital Charges	49	0	0	0	0	(14)	35

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(179)	0	0	0	0	179	0
Reimbursements & Contributions	(487)	0	0	0	0	0	(487)
Customer & Client Receipts	(39)	0	0	(14)	0	0	(53)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

	13,399	95	(5)	(755)	0	(3,232)	9,502
	0	0	0	0	0	0	0
	(705)	0	0	(14)	0	179	(540)
	12,694	95	(5)	(769)	0	(3,053)	8,962

Explanation of major items above

	£000	FTE
Redirected Resources: Clawback of Variable Cleaning Budget by TTs	(5)	
Efficiencies: Staff efficiencies in the MH teams (£183k), review of LD Supported Living (£108k) & provided services (£116k). Better gate keeping of demand for mental health placements & packages and procurement savings.	(407) (362)	(7)
Variations: Re-alignment of budget from Operations Supplies and Services of (£451k) and Employees of £59k. Re-alignment of Services Level Agreement Budget to Comply with Accounting Regulations. Transfer of supporting people budget to LD community support service. Other minor changes.	(392) (2,819) 179 (21)	
Total	(3,827)	(7)

ADULT SOCIAL CARE Operations

The Operations Division provides services which include social work care, community independence services such as telecare, occupational therapy and mobility aids and Learning Disability services. These services are offered in an integrated way with family doctors, community health services and hospitals. The operational budgets for Older People, Physical Disability and Learning Disability placements, packages and direct payments are also included here.

	2013/2014	2014/2015
Full Time Equivalents	149	142

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	5,725	0	0	(214)	0	332	5,843
Premises	102	0	(1)	0	0	(80)	21
Transport	405	0	0	(18)	0	(1)	386
Supplies & Services	487	0	(34)	0	0	(6)	447
Third Party Payments	41,029	959	237	(1,546)	205	933	41,817
Transfer Payments	8,389	150	38	(379)	0	(81)	8,117
Support Services	4,966	0	0	0	0	(3,941)	1,025
Capital Charges	678	0	0	0	0	(362)	316

Gross Expenditure

Support Services Recharges

Income

	61,781	1,109	240	(2,157)	205	(3,206)	57,972
	(1,025)	0	0	0	0	0	(1,025)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(523)	0	0	0	0	523	0
Reimbursements & Contributions	(18,467)	0	0	(103)	0	(621)	(19,191)
Customer & Client Receipts	(1,030)	0	0	0	0	80	(950)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

	(20,020)	0	0	(103)	0	(18)	(20,141)
	40,736	1,109	240	(2,260)	205	(3,224)	36,806

Explanation of major items above

	£000	FTE
Redirected Resources: Transfer of Care UK Transformation savings from FCS £275k and part of legal budget (£35k)	240	
MTFS Efficiencies: Efficiencies attributed to the customer journey project.	(214)	(7)
Better gate keeping of demand for older people and physical disability placements & packages.	(2,046)	
MTFS Growth: Growth in Learning Disability placements & packages due to transitional case from Children's Services.	205	
Other Variations: Transfer of supporting people budgets to Operations for social care contracts.	523	
Transfer of framework capital charges to Finance Division.	(359)	
Increase in Employee Budget for In-house Direct Payment Support £332k and other changes (£91k).	241	
Re-alignment of Third Party payment of £933k and reimbursement of LD Health Funded scheme (£621k).	312	
Re-alignment of Service Level Agreement Budgets to comply with Accounting Regulations.	(3,941)	
Total	(5,039)	(7)

CENTRALLY MANAGED BUDGETS

Description of Service

This budget covers corporate financial costs and income. This includes management of borrowings, pensions administration, the corporate and democratic core, levy payments, contingency sums, external audit function and housing benefit payments.

The Corporate & Democratic Core is set out by CIPFA and constitutes the following two strands:

Democratic Representation & Management – this relates to policy-making and all Member related activities including their support and advice costs.

Corporate Management – this relates to the general running of a Council and the provision of an infrastructure that allows services to be provided.

Statement of Core Business

The staff who manage these costs and income largely report within the Finance & Corporate Services Department. However, the items are collated within CMB to facilitate clearer accounting. The remit is to:

- Manage borrowings by anticipating fiscal and money market changes and maximising the opportunity presented by these to **meet the council's needs based on the** Medium-Term financial plan
- Monitoring the return on the pension fund and ensuring that it is able to meet future obligations based on current actuarial projections
- Managing the costs of the Corporate & Democratic Core whilst ensuring that customer satisfaction and needs are met
- Monitoring and influencing the cost of levies
- Managing the audit regime for both grants audits and the final Statement of Accounts
- Properly pay Housing & Council Tax benefits based on a thorough understanding of benefit claimants' needs and current legislation and minimise the net cost, after subsidy, to the Council
- Ensure contingency sums are adequate and allocated in accordance with proper council practices

Prime objectives of the Department

- Driving forward the Medium Term Financial Strategy as it applies to the area
- To ensure that the pension fund accounting arrangements and level of funding is adequate to meet current and future obligations
- Holding budget managers for the Corporate & Democratic Core to account for their costs and benchmarking this against similar London Boroughs
- Understanding the cost drivers for levies and working in partnership with other London Boroughs where applicable to drive these costs down
- Continuously improving the audit regime and driving down costs for both grants audits and the final Statement of Accounts
- Continuous improvement in Housing benefits processing and accuracy

2014/2015 ESTIMATES

CENTRALLY MANAGED BUDGETS

**Centrally Managed Budgets
CHANGE BETWEEN YEARS**

Service Area Analysis	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2014/2015 Estimates £000
Corporate & Democratic Core	5,934	0	0	0	0	(94)	5,840
Levies	1,716	0	0	0	0	(146)	1,570
Net Cost Of Borrowing	4,329	0	150	(1,586)	0	(143)	2,750
Housing Benefits Support	243	0	0	(333)	0	0	(90)
Pension & Redundancy Costs	10,471	75	1,024	(1,357)	100	(318)	9,995
Other Corporate Items	7,953	357	(154)	(784)	550	687	8,609
TOTAL	30,646	432	1,020	(4,060)	650	(14)	28,674

**Centrally Managed Budgets
SUMMARY**

	2013/2014		2014/2015			
	Number of Full Time Equivalent staff				0	0

SUBJECTIVE ANALYSIS OF ESTIMATES	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Expenditure							
Employee Expenses	10,826	75	1,024	(1,382)	0	(208)	10,335
Premises Related Expenditure	617	100	141	0	0	0	858
Transport Related Expenditure	0	0	0	0	0	0	0
Supplies and Services	10,174	257	(295)	(409)	0	(40)	9,687
Third Party Payments	1,716	0	0	0	0	37	1,753
Transfer Payments	154,418	0	0	0	0	0	154,418
Support Services	11,492	0	0	0	650	1,198	13,340
Capital Charges	4,688	0	0	(1,336)	0	409	3,761
GROSS EXPENDITURE	193,931	432	870	(3,127)	650	1,396	194,152
Support Services Recharges	(7,198)	0	0	0	0	(546)	(7,744)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(145,714)	0	0	0	0	0	(145,714)
Other Reimbursements & Contributions	(9,942)	0	0	(333)	0	(432)	(10,707)
Customer & Client Receipts	48	0	0	(350)	0	0	(302)
Interest & Other	(479)	0	150	(250)	0	(432)	(1,011)
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(156,087)	0	150	(933)	0	(864)	(157,734)
NET EXPENDITURE	30,646	432	1,020	(4,060)	650	(14)	28,674

**Centrally Managed Budgets
CORPORATE & DEMOCRATIC CORE**

This budget provides for democratic representation and corporate management costs. The main elements include Member costs, subscriptions to local authority associations, officer support to Members centrally and from departments, external audit and inspections and tri borough accomodation recharges. The majority of expenditure consists of a recharge from other budget headinas.

	2013/2014	2014/2015
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	624	0	0	0	0	0	624
Third Party Payments	0	0	0	0	0	183	183
Transfer Payments	0	0	0	0	0	0	0
Support Services	6,281	0	0	0	0	389	6,670
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

6,905	0	0	0	0	0	572	7,477
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Support Services Recharges

(971)	0	0	0	0	0	(234)	(1,205)
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	(432)	(432)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

0	0	0	0	0	0	(432)	(432)
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Net Expenditure/ (Income)

5,934	0	0	0	0	0	(94)	5,840
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Explanation of major items above

	£000	FTE
Other Variations: Tri Borough Accommodation recharges (additional income from other boroughs (-£432k), additional payments to other boroughs)	0	
Other SLA adjustments (Managed Service related (-£81k), others (-£13k))	(94)	
Total	(94)	0

**Centrally Managed Budgets
LEVIES**

The council pays levies to various third parties including the London Pension Fund Authority, The Environment Agency, Lee Valley Park and the Financial Reporting Council.

	2013/2014	2014/2015
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	1,716	0	0	0	0	(146)	1,570
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

1,716	0	0	0	0	0	(146)	1,570
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Support Services Recharges

0	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

0	0	0	0	0	0	0	0
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Net Expenditure/ (Income)

1,716	0	0	0	0	0	(146)	1,570
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Explanation of major items above

	£000	FTE
Other Variations: London Pensions Fund budget realigned, to reflect 2014/15 levy.	(146)	
Total	(146)	0

**Centrally Managed Budgets
NET COST OF BORROWING**

This area encompasses the receipt and payment of interest on investment and loans, premiums and discounts and debt management expenses. It also includes provision for the repayment of the Council's debt.

	2013/2014	2014/2015
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

Employees
Premises
Transport
Supplies & Services
Third Party Payments
Transfer Payments
Support Services
Capital Charges

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income
Government Grants
Reimbursements & Contributions
Customer & Client Receipts
Interest & Other
Use of Balances & Reserves

Gross Income

Net Expenditure/ (Income)

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	120	0	0	0	0	(120)	0
Capital Charges	4,688	0	0	(1,336)	0	409	3,761
Gross Expenditure	4,808	0	0	(1,336)	0	289	3,761
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	(479)	0	150	(250)	0	(432)	(1,011)
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(479)	0	150	(250)	0	(432)	(1,011)
Net Expenditure/ (Income)	4,329	0	150	(1,586)	0	(143)	2,750

Explanation of major items above		£000	FTE
Redirected Resources:	Realignment of budgets, to reflect changes in debt management costs	150	
MTFS Efficiencies:	Debt Reduction Strategy savings (assumes 25% slippage in forecast receipts)(£1,336k); and Investment income target (£250k)	(1,586)	
Other Variations:	Reduction in treasury management expenses SLA (£119k); and other minor SLA adjustments (£23k)	(143)	
Total		(1,579)	0

**Centrally Managed Budgets
HOUSING BENEFITS SUPPORT**

All payments of Housing benefits, as well as the grant receivable from the Department for Work & Pensions, are recorded within this budget. The budgets for administration of the Hammersmith & Fulham Benefits Team are shown within H&F Direct within Finance & Corporate Services.

	2013/2014	2014/2015
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

Employees
Premises
Transport
Supplies & Services
Third Party Payments
Transfer Payments
Support Services
Capital Charges

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income
Government Grants
Reimbursements & Contributions
Customer & Client Receipts
Interest & Other
Use of Balances & Reserves

Gross Income

Net Expenditure/ (Income)

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	154,381	0	0	0	0	0	154,381
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
Gross Expenditure	154,381	0	0	0	0	0	154,381
Support Services Recharges	0	0	0	0	0	0	0
Income							
	0	0	0	0	0	0	0
	(145,714)	0	0	0	0	0	(145,714)
	(9,774)	0	0	(333)	0	0	(10,107)
	1,350	0	0	0	0	0	1,350
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
Gross Income	(154,138)	0	0	(333)	0	0	(154,471)
Net Expenditure/ (Income)	243	0	0	(333)	0	0	(90)

Explanation of major items above	£000	FTE
MTFS Efficiencies: Enhanced Revenue Collection savings	(333)	
Total	(333)	0

**Centrally Managed Budgets
PENSION & REDUNDANCY COSTS**

This budget provides for the cost of 'added-years' that are payable to the pensions fund for early retirement. This budget also has provision to meet costs of future restructuring and downsizing. The council wide adjustment for the past service pension deficit is also reflected here.

	2013/2014	2014/2015
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

Employees
Premises
Transport
Supplies & Services
Third Party Payments
Transfer Payments
Support Services
Capital Charges

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income
Government Grants
Reimbursements & Contributions
Customer & Client Receipts
Interest & Other
Use of Balances & Reserves

Gross Income

Net Expenditure/ (Income)

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	10,467	75	1,024	(1,357)	0	(208)	10,001
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	854	0	0	0	100	(110)	844
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	11,321	75	1,024	(1,357)	100	(318)	10,845
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(850)	0	0	0	0	0	(850)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(850)	0	0	0	0	0	(850)
Net Expenditure/ (Income)	10,471	75	1,024	(1,357)	100	(318)	9,995

Explanation of major items above	£000	FTE
Redirected Resources: Transfers from departments to centralise the redundancy budgets, in order to improve monitoring and reporting.	1,024	
MTFS Efficiencies: Redundancy efficiencies (£1,000k); Pensions Fund efficiencies, in line with triennial revaluation (£357k)	(1,357)	
MTFS Growth: Growth to reflect treasury management expenses absorbed by General Fund.	100	
Other Variations: Budget realignment to fund revised current service pension costs (0.5% increase), in line with revaluation mentioned in MTFS	(318)	
Total	(551)	0

**Centrally Managed Budgets
OTHER CORPORATE ITEMS**

These budgets hold the Council's insurance premiums, contingency balances, business rate discretionary relief as well as other non-distributable corporate SLA costs.

	2013/2014	2014/2015
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

Employees
Premises
Transport
Supplies & Services
Third Party Payments
Transfer Payments
Support Services
Capital Charges

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income
Government Grants
Reimbursements & Contributions
Customer & Client Receipts
Interest & Other
Use of Balances & Reserves

Gross Income

Net Expenditure/ (Income)

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
	359	0	0	(25)	0	0	334
	617	100	141	0	0	0	858
	0	0	0	0	0	0	0
	9,550	257	(295)	(409)	0	(40)	9,063
	0	0	0	0	0	0	0
	37	0	0	0	0	0	37
	4,237	0	0	0	550	1,039	5,826
	0	0	0	0	0	0	0
Gross Expenditure	14,800	357	(154)	(434)	550	999	16,118
Support Services Recharges	(6,227)	0	0	0	0	(312)	(6,539)
Income							
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	(168)	0	0	0	0	0	(168)
	(452)	0	0	(350)	0	0	(802)
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
Gross Income	(620)	0	0	(350)	0	0	(970)
Net Expenditure/ (Income)	7,953	357	(154)	(784)	550	687	8,609

Explanation of major items above		£000	FTE
Redirected Resources:	National Non Domestic Rate (NNDR) budget realignment (+£141k), MTFS and other minor adjustments (-£295k)	(154)	
MTFS Efficiencies:	Pension Fund service deficit absorbed by the HRA (£209k); Reduction in contribution to the insurance fund (£200k); reduction in maternity budget (£25k); Increase in Land Charges income (£350k)	(784)	
MTFS Growth:	Realignment of overheads to the Housing Revenue Account (HRA), as a result of savings from overheads budgets	550	
Other Variations:	Transfer to fund 13/14 pay award (1%) to departments (-£861); provision for 14/15 pay award (1%) (+£900k)	39	
	Changes in Tri Borough Accommodation SLA and other minor adjustments;	427	
	Contingency budgets realignment (£238k) and other minor adjustments (£-17k)	221	
		299	0

CHILDREN'S SERVICES

Description of Service

Children's Services are a significant part of the new Tri-borough working arrangements with the Royal Borough of Kensington and Chelsea and Westminster City Council. The aim is to combine services – where there is a strong case to do so – to protect front line services, improve service effectiveness and reduce costs. In 2013/14 there was the consolidation of many of these services and 2014/15 provides a further opportunity to expand joined up working to deliver further MTFs targets, but protecting front line services for some of Hammersmith and Fulham's most vulnerable residents.

Tri-borough Children's Services is directed by a single Senior Leadership Team and contains a number of combined and borough-based services. School improvement is supported by local teams within the Tri-borough schools commissioning division. Family services are delivered locally, with responsibility for protecting children, supporting families and delivering early help in the most efficient manner possible. The combined commissioning unit has now been working well together for a second year and in 2014/15, we should continue to see the cost advantages of being able to work together on major joint commissioning projects to deliver cost efficiencies on contracts and best practise in procurement.

Statement of Core Business

Children's Services is dedicated to the protection, education, health and wellbeing of all the children and young people in the borough. The department aims for standards that are consistent with those set out in the UN Convention on the rights of the child.

Children's Services is a crucial Council department in ensuring that Hammersmith & Fulham is a 'Borough of Opportunity' for all. It aims to create a ladder of opportunity which enables young people to pursue purposeful and full lives, becoming responsible citizens who achieve economic wellbeing.

Prime objectives of the Department

The Hammersmith & Fulham Mandate outlines the specific priorities for children and young people in **the borough, in order to create a 'ladder of opportunity'**. Its nine aims are:

- Protecting children and providing a safe environment
- Improving the health and wellbeing of children and young people
- Tackling the causes and impact of child poverty
- Identifying need early, working with families before problems arise
- Improving the quality of education for children and young people
- Ensuring every child has the opportunity to reach his or her full potential
- Encouraging young people to lead active and purposeful lives
- Maximising the opportunities open to young people as they move on from school or college
- Achieving best use of resources

These have been formed to help us meet identified need, deliver corporate priorities and achieve the goals that are being set out by the Department for Education. These will be achieved through Tri-borough working and in partnership with other statutory, voluntary and private sector agencies.

In order to deliver the above, Children's Services has key operational objectives in the areas of Social Care, Early Intervention and Prevention, Education and Commissioning.



2014/2015 ESTIMATES

CHILDREN'S SERVICES

CHILDREN'S SERVICES CHANGE BETWEEN YEARS

Service Area Analysis	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2014/2015 Estimates £000
Dedicated Schools Expenditure	48	0	0	0	0	(4)	44
Asylum Seekers	1,519	24	0	(40)	0	(490)	1,013
Children's Social Care Summary	31,281	420	(237)	(2,196)	470	2,325	32,063
Commissioning Summary	6,684	66	(5)	(49)	0	(1,095)	5,601
Children's Services Overheads	7,468	5	(1,008)	(153)	131	(590)	5,853
School Improvement Summary	6,133	3	(77)	(495)	0	(384)	5,180
TOTAL	53,133	518	(1,327)	(2,933)	601	(238)	49,754

**CHILDREN'S SERVICES
SUMMARY**

	2013/2014	2014/2015
Number of Full Time Equivalent staff	2,780	2,129

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Expenditure							
Employee Expenses	121,512	0	(418)	(1,179)	0	(33,043)	86,872
Premises Related Expenditure	7,592	0	(679)	0	0	300	7,213
Transport Related Expenditure	2,703	3	0	0	0	(79)	2,627
Supplies and Services	7,360	73	(295)	(719)	0	2,435	8,854
Third Party Payments	30,284	418	0	(824)	376	18,945	49,199
Transfer Payments	3,084	24	0	(183)	225	(364)	2,786
Support Services	13,156	0	124	0	0	651	13,931
Capital Charges	4,772	0	0	0	0	(448)	4,324
GROSS EXPENDITURE	190,463	518	(1,268)	(2,905)	601	(11,603)	175,806
Support Services Recharges	(8,796)	0	0	0	0	(435)	(9,231)
Income							
Internal Recharge Income	(10)	0	0	0	0	4	(6)
Government Grants	(117,443)	0	0	0	0	8,703	(108,740)
Other Reimbursements & Contributions	(10,430)	0	(59)	(28)	0	3,106	(7,411)
Customer & Client Receipts	(1,289)	0	0	0	0	(13)	(1,302)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	638	0	0	0	0	0	638
GROSS INCOME	(128,534)	0	(59)	(28)	0	11,800	(116,821)
NET EXPENDITURE	53,133	518	(1,327)	(2,933)	601	(238)	49,754

**CHILDREN'S SERVICES
DEDICATED SCHOOLS EXPENDITURE**

This accounts for Dedicated Schools Grant, distribution to schools and centrally retained services.

	2013/2014	2014/2015
Full Time Equivalents	2,307	1,725

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	96,227	0	0	0	0	(31,996)	64,231
Premises	6,899	0	0	0	0	0	6,899
Transport	0	0	0	0	0	0	0
Supplies & Services	3,054	0	0	0	0	2,889	5,943
Third Party Payments	7,926	0	0	0	0	17,490	25,416
Transfer Payments	117	0	0	0	0	0	117
Support Services	4,601	0	0	0	0	6	4,607
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	118,824	0	0	0	0	(11,611)	107,213
Support Services Recharges	(101)	0	0	0	0	0	(101)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(115,274)	0	0	0	0	8,591	(106,683)
Reimbursements & Contributions	(3,565)	0	0	0	0	3,016	(549)
Customer & Client Receipts	(474)	0	0	0	0	0	(474)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	638	0	0	0	0	0	638
Gross Income	(118,675)	0	0	0	0	11,607	(107,068)
Net Expenditure/ (Income)	48	0	0	0	0	(4)	44

Explanation of major items above

	£000	FTE
Other Variations:		
Budget re-alignment following confirmation of allocation by Department for Education (DfE) in Oct 2013. FTE reduction relating to schools converting to Academies and changes to schools funding formula	(29,105)	(582)
A new funding regime came into force in 2013/14. Separate grants have been mainstreamed into the Dedicated Schools Grant (DSG). Changes to the accounting treatment have resulted in a realignment of budgets into Third Party Payments to schools.	17,490	
Service Level Agreement Adjustments	3	
Reduction in the net contributions from the DSG as reflected in the overall gross spend. Third party payments increase due to funding formula re-alignment	11,608	
Total	(4)	(582)

**CHILDREN'S SERVICES
ASYLUM SEEKERS**

This Division provides services including social work, accommodation, subsistence and support to Unaccompanied Asylum Seeking Children (UASC), and former UASC leaving care.

2013/2014	2014/2015
9	6

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	407	0	0	0	0	(114)	293
Premises	0	0	0	0	0	0	0
Transport	1	0	0	0	0	0	1
Supplies & Services	9	0	0	0	0	0	9
Third Party Payments	471	14	0	0	0	(127)	358
Transfer Payments	1,108	10	0	(40)	0	(331)	747
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

1,996	24	0	(40)	0	(572)	1,408
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Support Services Recharges

0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(477)	0	0	0	0	82	(395)
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(477)	0	0	0	0	0	82	(395)
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Net Expenditure/ (Income)

1,519	24	0	(40)	0	(490)	1,013
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Explanation of major items above

	£000	FTE
MTFS Efficiencies:	(40)	
Other Variations:	(375)	
Reduction in Other Asylum Seekers Expenditure	(40)	
Movement to leaving care placements for those children with permanent status.	(375)	
Transfer of budget to leaving care to support care leavers with permanent status	(115)	(3)
Total	(530)	(3)

**CHILDREN'S SERVICES
CHILDREN'S SOCIAL CARE SUMMARY**

This Division contains the following service areas: Contact and Assessment, Family Support and Child Protection, Looked After Children, Permanency, Children with Disabilities, Fostering and Adoption, Safeguarding and Quality Assurance, Youth Offending Service & Localities.

	2013/2014	2014/2015
Full Time Equivalents	252	236

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	14,943	0	0	(1,054)	0	61	13,950
Premises	228	0	(30)	0	0	24	222
Transport	461	0	0	0	0	(18)	443
Supplies & Services	2,275	68	(207)	(196)	0	(192)	1,748
Third Party Payments	10,326	338	0	(775)	245	549	10,683
Transfer Payments	1,796	14	0	(143)	225	(38)	1,854
Support Services	4,210	0	0	0	0	1,518	5,728
Capital Charges	0	0	0	0	0	334	334

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(1,599)	0	0	0	0	95	(1,504)
Reimbursements & Contributions	(663)	0	0	(28)	0	(8)	(699)
Customer & Client Receipts	(220)	0	0	0	0	0	(220)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

	34,239	420	(237)	(2,168)	470	2,238	34,962
	(476)	0	0	0	0		(476)
	(2,482)	0	0	(28)	0	87	(2,423)
	31,281	420	(237)	(2,196)	470	2,325	32,063

Explanation of major items above

	£000	FTE
Redirected Resources: Legal budget clawback (£-179k) and transfer for Total Facilities Management (TFM) (£-28k). NNDR corporate adjustment (£-30k)	(237)	
MTFS Efficiencies: MTFS Reductions relating to Internal Legal costs (£-191k), Disabled Children's Expenditure (£-86k), Placements (£-808k), Staffing (£-1004k), Adoption Income (£-28k) Premises (£-50k) and other (£-29k)	(2,196)	(16)
MTFS Growth: Increase in Children With Disabilities placements	245	
Increasing number of children being supported under the Southwark Judgement	225	
Other Variations: 2013/14 Pay Award 1% (£140k), Agilisys savings apportionment (£-79k)	61	
IT budgets transferred to HFBP (£-91k), Redirection to 3rd Party re Looked After Children (LAC) support (£-101k)	(192)	
Changes in charges for Service Level Agreements (£1,518k), Other Minor Movements (£-40k)	1,478	
Capital Charges Corporate Adjustment (£334k), Grant reduction relating to Youth Offending (£95k)	429	
Transfer from Asylum re costs for children with permanent status (£489k), movement from supplies and services (£101k)	549	
Total	362	(16)

**CHILDREN'S SERVICES
COMMISSIONING SUMMARY**

This Division contains the following areas of activity: Commissioning Management and Business Support, Commissioning Young People and Early Years, Policy, Complaints, Workforce Development, School Meals Contract.

	2013/2014	2014/2015
Full Time Equivalents	35	35

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	1,246	0	0	0	0	112	1,358
Premises	0	0	(3)	0	0	0	(3)
Transport	1,145	0	0	0	0	(53)	1,092
Supplies & Services	193	0	(2)	0	0	(3)	188
Third Party Payments	11,127	66	0	(49)	0	(300)	10,844
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,343	0	0	0	0	(904)	439
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

	15,054	66	(5)	(49)	0	(1,148)	13,918
	(4,658)	0	0	0	0	53	(4,605)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(3,712)	0	0	0	0	0	(3,712)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Redirected Resources: Transfer budget to Total Facilities Management (TFM)	(5)	
MTFS Efficiencies: Reduction in costs of Youth Commissioning contract to reflect services moved into Schools remit.	(49)	
Other Variations: National Non-Domestic Rates (NNDR) Budget Clawback (-£3k), 13/14 1% Pay awards (£13k), Redistribution of Agilysis saving (-£2k)	8	
Budget Realignment (£301k) & reallocation of 13/14 efficiency from Resources & Overhead (-£200k) across Commissioning	101	
Budget Realignment across commissioning related to contract costs	(300)	
Reduction in the apportionment of Corporate SLA's: HFBP Core, TCO and Applications (-£459k) and TFM (-£445k)	(904)	
Total	(1,149)	0

**CHILDREN'S SERVICES
RESOURCES & OVER HEAD SUMMARY**

This Division includes the departmental costs of Directors Office, Executive Support, Accountancy, Facilities, Project Support, IT Strategy, Development & Support & Schools Mutual contract.

	2013/2014	2014/2015
Full Time Equivalents	66	24

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	2,811	0	(418)	0	0	(947)	1,446
Premises	287	0	(569)	0	0	259	(23)
Transport	2	0	0	0	0	(1)	1
Supplies & Services	881	5	(86)	(153)	0	(358)	289
Third Party Payments	0	0	0	0	131	1,303	1,434
Transfer Payments	0	0	0	0	0	0	0
Support Services	928	0	124	0	0	425	1,477
Capital Charges	4,772	0	0	0	0	(782)	3,990

Gross Expenditure

Support Services Recharges

Income

	9,681	5	(949)	(153)	131	(101)	8,614
	(600)	0	0	0	0	(489)	(1,089)
Internal Recharge Income	(6)	0	0	0	0	0	(6)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1,227)	0	(59)	0	0	0	(1,286)
Customer & Client Receipts	(380)	0	0	0	0	0	(380)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Redirected Resources	(1,008)	
Budget claw back: Total Facilities Management (-£516k), NNDR (£-84k), Legal Fees(-£55k), HR School Buy Backs (-£86k), Transfer from HF Advice (£124k), Other (£27k), Centralisation of Redundancy Budget (£-418k)		
MTFS Efficiencies:	(153)	
Peoples Portfolio Savings		
MTFS Growth:	131	
Provided for the establishment of the Schools Employee Led Mutual (ELM)		
Other Variations:	280	
13/14 prior year MTFS savings redistributed		
Budget transfer to Schools ELM; Salaries (-£975.8k); Supplies & services (£-327k); FTE (-44).	(1,303)	(42)
Schools ELM contract budget realignment (£1303) and Corporate Capital Charges Adjustments (-£782)	521	
Other budget re-alignment (£-24k); Corporate SLA's (£-64k)	(88)	
Total	(1,621)	(42)

**CHILDREN'S SERVICES
SCHOOL IMPROVEMENT SUMMARY**

This Division undertakes the evaluation and inclusion of Schools within Children's Services. This service area also includes other grants and external funding used to support the provision of services to Schools and the Strategic Management of the education service. In addition it includes transport and music services to schools.

	2013/2014	2014/2015
Full Time Equivalents	111	104

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	5,878	0	0	(125)	0	(159)	5,594
Premises	178	0	(77)	0	0	17	118
Transport	1,094	3	0	0	0	(6)	1,091
Supplies & Services	948	0	0	(370)	0	99	677
Third Party Payments	434	0	0	0	0	30	464
Transfer Payments	63	0	0	0	0	5	68
Support Services	2,074	0	0	0	0	(394)	1,680
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

	10,669	3	(77)	(495)	0	(408)	9,692
	(2,961)	0	0	0	0	1	(2,960)
Internal Recharge Income	(4)	0	0	0	0	4	0
Government Grants	(93)	0	0	0	0	(66)	(159)
Reimbursements & Contributions	(1,263)	0	0	0	0	98	(1,165)
Customer & Client Receipts	(215)	0	0	0	0	(13)	(228)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above		£000	FTE
Redirected Resources:	Transport depot (Bagleys Lane) budget clawback	(77)	
MTFS Efficiencies:	Special Educational Needs (SEN) Transport Contract Re-procurement	(125)	(6)
	School Improvement Efficiencies from on-going tri borough education integration	(370)	
Other Variations:	Salary budget re-alignment (-£120k), income target reduction (-£87k), + 1% pay award (+£48K)	(159)	(1)
	Schools buybacks income target (£99k) and rent income budget re-alignments, CLC (£3k) and PDC (£5k)	107	
	EBP grant reduction realignment (£66k), School Improvement resources (£57k) and other (£4k)	127	
	Grant reduction related re-alignment (Education Business Partnership Grant)	(66)	
	Corporate SLA budget adjustments	(393)	
Total		(956)	(7)

ENVIRONMENT, LEISURE & RESIDENTS' SERVICES

Description of Service

The vision of ELRS is to delight our customers whilst providing the best possible quality services at the least possible cost.

The Environment, Leisure and Residents' Services Department (ELRS) provides a range of services for both the Royal Borough of Kensington and Chelsea as well as the London Borough of Hammersmith & Fulham. It includes responsibility for Waste, Street Cleansing, Commercial Waste, Parks, Leisure, Street Markets, Streetscene Enforcement, Culture, Events, Parks Police and CCTV, all of which will be Bi-borough from 2014/15. In addition, the team provides single borough LBHF services for Registrars, Mortuary, Emergency Planning, Transport and Neighbourhood Wardens.

The department is responsible for delivering some of the highest profile events and activities in London including the Boat Race as well as having responsibility for very special places such as **Fulham Palace and Bishop's Park, and a variety of key open spaces.** All the services add significantly to improving the quality of life of residents, businesses and visitors to our boroughs.

Statement of Core Business

The department supports the Borough of Opportunity agenda and enables local residents to gain experience and opportunities that ultimately help them achieve their aspirations in life. Some of the key Council priorities are the drivers for our work:

- Tackling Crime and Anti-Social Behaviour
- Delivering High Quality, Value for Money Services
- Creating a cleaner, greener borough
- Setting the framework for a healthy borough
- Regenerating the most deprived areas of the borough

The department has ambitious targets and objectives which reflect what our residents have told us are important and are therefore a priority.

Prime objectives of the Department

The purpose of ELRS is to reduce the cost of services whilst delivering effective, customer focussed services. Through Bi-Borough working with the Royal Borough of Kensington and Chelsea we aim to further improve performance and optimise the skills of the team by comparing and contrasting the best in both boroughs. The prime objectives of the department are:

- Improving residents satisfaction with services through customer engagement
- Providing high quality, value for money services for residents
- Tackling crime and anti-social behaviour for a safer environment
- Reducing waste, fly-tipping, fly-posting, graffiti and litter and increasing recycling
- Developing our commercial services
- Delivering a new sports and physical activity offer for the borough
- Improving and delivering on the objectives of the Parks & Open Spaces Strategy
- Redefining and providing a modern and welcoming public library service
- Delivering excellent services and facilities which enhance quality of life within the borough

2014/2015 ESTIMATES

ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT

**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT
CHANGE BETWEEN YEARS**

Service Area Analysis	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2014/2015 Estimates £000
Executive Directors Office, Finance & Resources	30	0	(73)	(76)	0	33	(86)
Safer Neighbourhoods	9,689	28	(923)	(675)	0	1,015	9,134
Cleaner, Greener & Cultural Services	21,546	73	(175)	(112)	0	61	21,393
Customer & Business Development	641	6	(1)	(280)	0	327	693
TOTAL	31,906	107	(1,172)	(1,143)	0	1,436	31,134

**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT
SUMMARY**

	2013/2014	2014/2015
Number of Full Time Equivalent staff	168	143

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Expenditure							
Employee Expenses	6,351	0	(866)	(194)	0	4	5,295
Premises Related Expenditure	4,555	27	(524)	(200)	0	(71)	3,787
Transport Related Expenditure	2,113	0	(2)	0	0	8	2,119
Supplies and Services	1,693	0	(52)	0	0	(62)	1,579
Third Party Payments	23,882	99	0	(465)	0	550	24,066
Transfer Payments	0	0	0	0	0	0	0
Support Services	6,113	0	0	0	0	(74)	6,039
Capital Charges	2,001	0	0	0	0	497	2,498
GROSS EXPENDITURE	46,708	126	(1,444)	(859)	0	852	45,383
Support Services Recharges	(2,099)	0	0	0	0	775	(1,324)
Income							
Internal Recharge Income	(4,024)	0	283	0	0	1	(3,740)
Government Grants	(15)	0	0	0	0	(1)	(16)
Other Reimbursements & Contributions	(1,648)	0	0	0	0	(224)	(1,872)
Customer & Client Receipts	(7,244)	(19)	(11)	(284)	0	100	(7,458)
Interest & Other	228	0	0	0	0	(67)	161
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(12,703)	(19)	272	(284)	0	(191)	(12,925)
NET EXPENDITURE	31,906	107	(1,172)	(1,143)	0	1,436	31,134

**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT
EXECUTIVE DIRECTORS OFFICE, FINANCE & RESOURCES**

This consists of the Executive Director for Environment Leisure & Residents' Services for LBHF & The Royal Borough of Kensington and Chelsea and the related administrative support. Also included is the ELRS Finance Team. The costs of the Executive Director and related administrative support are allocated to Directorate service areas and in the case of the Executive Director costs, part allocated to the Corporate and Democratic Core (CDC).

	2013/2014	2014/2015
Full Time Equivalents	5	4

Subjective Analysis of Estimates	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Expenditure							
Employees	436	0	(67)	(76)	0	(10)	283
Premises	0	0	0	0	0	1	1
Transport	0	0	0	0	0	0	0
Supplies & Services	41	0	(6)	0	0	(5)	30
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	10	0	0	0	0	18	28
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	487	0	(73)	(76)	0	4	342
Support Services Recharges	(457)	0	0	0	0	29	(428)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	30	0	(73)	(76)	0	33	(86)

Explanation of major items above	£000	FTE
Redirected Resources: Centralise redundancy budgets (-£67k), transfer Total Facility Management (TFM) budgets to Transport & Technical Services (TTS) (-£6k)	(73)	
MTFS Efficiencies: Create single Bi-Borough finance team with Royal Borough of Kensington & Chelsea (RBKC) (-£38k, -0.9 FTE), People portfolio transformational savings (-£38k)	(76)	(1)
Other Variations: Realignment of corporate and departmental overheads (£28k), SLA adjustments (£18k), IT efficiencies (-£11k), other departmental transfers (-£2k)	33	
Total	(116)	(1)

**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT
SAFER NEIGHBOURHOODS**

The Safer Neighbourhoods Directorate is made up of a large group of services, organised in to three service areas. The Community Safety service works to make the borough a safer place for people who live in, work in or visit it. This is achieved through a range of council-based services who work closely with the police and local partners to support victims of crime and take enforcement action against offenders. The Leisure and Parks team work to provide good quality parks, cemeteries, leisure and ecological services for residents. Emergency Services includes a diverse range of services including Emergency Planning, Coroners, Mortuary and Fleet Transport. The FTE figures below include 27 HRA funded staff. The costs associated with these staff are included in the HRA budget book pages and are not included below.

	2013/2014	2014/2015
Full Time Equivalents	112	89

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	3,682	0	(789)	(35)	0	20	2,878
Premises	4,284	27	(383)	(200)	0	(40)	3,688
Transport	2,035	0	(1)	0	0	2	2,036
Supplies & Services	1,316	0	(22)	0	0	(21)	1,273
Third Party Payments	1,581	13	0	(440)	0	516	1,670
Transfer Payments	0	0	0	0	0	0	0
Support Services	3,505	0	0	0	0	(390)	3,115
Capital Charges	1,929	0	0	0	0	415	2,344

Gross Expenditure

18,332	40	(1,195)	(675)	0	502	17,004
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Support Services Recharges

(1,202)	0	0	0	0	807	(395)
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Income

Internal Recharge Income	(3,399)	0	283	0	0	1	(3,115)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1,553)	0	0	0	0	(223)	(1,776)
Customer & Client Receipts	(2,489)	(12)	(11)	0	0	(72)	(2,584)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(7,441)	(12)	272	0	0	(294)	(7,475)
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Net Expenditure/ (Income)

9,689	28	(923)	(675)	0	1,015	9,134
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Explanation of major items above	£000	FTE
Redirected Resources: Legal budgets to Finance & Corporate Services (FCS) (-£13k), transfer Bagleys Lane depot to TTS for inclusion in the Civic Accommodation SLA (-£122k), transfer the security function to TTS as part of Total Facilities Management (TFM) (-£516k, -18 FTE), transfer premises budgets to TTS as part of TFM (-£272k).	(923)	(18)
MTFS Efficiencies: Bi-Borough review of grounds maintenance contract (-£200k), alternative funding for enhanced policing contract (-£440k), fleet transport service review (-£35k)	(675)	
Other Variations: Budget transfer for Enhanced Policing (£240k), realignment of corporate and departmental overheads (-£178k), IT Savings (-£18k), Pay inflation (£36k), departmental income realignment (-£95k), capital financing adjustment (£415k), SLA adjustments (£604k), other minor adjustments (£11k)	1,015	
FTE Movements: Deletion of unbudgeted vacant posts (-2.5 FTE), Bi-Borough service reviews included in 2013/14 MTFS (-2 FTE)		(5)
Total	(583)	(23)

**ENVIRONMENT, LEISURE & RESIDENTS SERVICES' DEPARTMENT
CLEANER, GREENER & CULTURAL SERVICES**

The Cleaner, Greener & Cultural services directorate is made up of two service areas. The Culture Service promotes and develops arts and culture. From the fireworks to the Oxford and Cambridge Boat Race and supporting Fulham Palace Trust, the Culture Service seeks to involve, amaze and inspire residents with high quality and enjoyable arts and culture events and activities. The Waste and Street Enforcement Service strives to ensure that waste collections are made promptly, and that our streets are clean and clutter-free for our residents, businesses, and the many visitors who pass through our two boroughs. This team also works with Western Riverside Waste Authority to dispose of the waste, using the most economical and sustainable methods available.

	2013/2014	2014/2015
Full Time Equivalents	24	23

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	1,081	0	(10)	(25)	0	5	1,051
Premises	270	0	(141)	0	0	(32)	97
Transport	71	0	(1)	0	0	6	76
Supplies & Services	306	0	(23)	0	0	(35)	248
Third Party Payments	19,637	80	0	(25)	0	(3)	19,689
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,429	0	0	0	0	280	1,709
Capital Charges	72	0	0	0	0	82	154
Gross Expenditure	22,866	80	(175)	(50)	0	303	23,024
Support Services Recharges	(156)	0	0	0	0	(180)	(336)
Income							
Internal Recharge Income	(297)	0	0	0	0	0	(297)
Government Grants	(15)	0	0	0	0	(1)	(16)
Reimbursements & Contributions	(95)	0	0	0	0	(1)	(96)
Customer & Client Receipts	(985)	(7)	0	(62)	0	7	(1,047)
Interest & Other	228	0	0	0	0	(67)	161
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(1,164)	(7)	0	(62)	0	(62)	(1,295)
Net Expenditure/ (Income)	21,546	73	(175)	(112)	0	61	21,393

Explanation of major items above

	£000	FTE
Redirected Resources: Legal budgets to Finance & Corporate Services (FCS) (-£8k), transfer Bagleys Lane depot recharge budgets to Transport and Technical Services (TTS) for inclusion in the Civic Accommodation SLA (-£115k), NNDR realignments (-£28k), transfer of other premises budgets to TTS as part of TFM (-£12k), transfer of filming service to Environment, Leisure & Residents' Services (ELRS) from FCS (-£12k)	(175)	
MTFS Efficiencies: Rationalise bring bank sites (-£25k), street scene enforcement/graffiti service review (-£25k, -0.5 FTE), increased hall hire at Hammersmith Town Hall (-£15k), review income generation of major events (-£22k), review commercial hires (-£20k), filming service review (-£5k)	(112)	(1)
Other Variations: Transfer Clinical Laundry to Adult Social Care (ASC) (-£28k), realignment of corporate and departmental overheads (-£36k), IT Savings (-£8k), Pay inflation (£10k), departmental income realignment (-£63k), realign waste disposal budgets (-£35k), new enforcement and waste disposal recharge to street markets (-£44k), capital financing adjustment (£82k), SLA adjustments (£183k)	61	
Other FTE Movements: Deletion of unbudgeted vacant posts (-1 FTE)		(1)
Total	(226)	(2)

**ENVIRONMENT, LEISURE & RESIDENTS' SERVICES DEPARTMENT
CUSTOMER & BUSINESS DEVELOPMENT**

The Customer & Business Development Directorate is organised into a single service area with a diverse range of services. Our markets (including North End Road) are charismatic and buzzing. Our commercial waste business is the major income generating service and is budgeted to generate £2.85m in income. The Registrars Service is a single borough service for LBHF only. The Customer and Business Development Team is an enabler to ensuring the delivery of a quality customer experience across all ELRS customer facing touchpoints, such as face to face, email and website. The team ensures that we utilise technology to best effect given the reduced work-force and proactively seeks new business development opportunities.

	2013/2014	2014/2015
Full Time Equivalents	27	26

Subjective Analysis of Estimates

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Expenditure							
Employees	1,152	0	0	(58)	0	(11)	1,083
Premises	1	0	0	0	0	0	1
Transport	7	0	0	0	0	0	7
Supplies & Services	30	0	(1)	0	0	(1)	28
Third Party Payments	2,664	6	0	0	0	37	2,707
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,169	0	0	0	0	18	1,187
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	5,023	6	(1)	(58)	0	43	5,013
Support Services Recharges	(284)	0	0	0	0	119	(165)
Income							
Internal Recharge Income	(328)	0	0	0	0	0	(328)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(3,770)	0	0	(222)	0	165	(3,827)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(4,098)	0	0	(222)	0	165	(4,155)
Net Expenditure/ (Income)	641	6	(1)	(280)	0	327	693

Explanation of major items above		£000	FTE
Redirected Resources:	Legal budgets to FCS (-£0.9k), transfer of other premises budgets to TTS as part of TFM (-£0.4k)	(1)	
MTFS Efficiencies:	Increased income from the Commercial Waste Service (-£50k), reduced management and admin costs within Business Improvement Team (-£40k, -1.0 FTE), review of Registration Service (-£32k income and -£18k employees), cross cutting ELRS income growth (-£140k)	(280)	(1)
Other Variations	Realignment of corporate and departmental overheads (£96k), IT Savings (-£4k), Pay inflation (£11k), departmental income realignment (£135k), realign waste disposal budgets (£35k), new enforcement and waste disposal recharge to street markets (£44k), Other (£10k)	327	
Total		46	(1)

Description of Service

The purpose of the department is to provide the corporate framework for the delivery of high quality value for money public services, enabling the achievement of **the Council's vision of being** the low tax borough. The department is largely a support service department, supporting front line services across the Council. The exception to this is H&F Direct which provides transactional services to residents e.g. council tax, business rates and rent collection, parking permits, blue badges, housing benefits etc. FCS strives to provide exceptional value for money services and to be as small as possible. **The department also makes a huge contribution to 'joining up'** the Council and sharing of services with other Councils and organisations. **The department's senior managers share a range of Tri and Bi-borough responsibilities** as well as their H&F roles.

Statement of Core Business

The Finance & Corporate Services Department seeks to:

- Champion strong governance, financial management, performance management and customer service
- Enable effective corporate management and leadership, providing strategic advice and leadership on communication
- Deliver excellent, cost effective and responsive corporate services internally and externally
- Enable effective people management and leadership
- Provide the framework for improving efficiency, effectiveness and VFM across the Council and its partners

Prime objectives of the Department

- To support Tri and Bi-borough working.
- To drive the Medium Term Financial Strategy for H&F and support the **delivery of the Council's priorities of a low tax borough.**
- To drive the Councils ICT Strategy in collaboration with our Tri-borough partners.
- To manage the performance and governance framework, within a Tri and Bi-borough context, to enable successful service, programme and project delivery and ensuring that s151 and monitoring officer requirements are met
- To drive specified cultural and transformational change throughout the H&F, RBKC and Tri-borough services, delivering improved resident and customer satisfaction
- **To embrace the Council's Transformation agenda with significant savings** being delivered from Tri-borough working, lean pathfinders, commercialisation and cost reduction programmes.
- To build capability of our staff to streamline services and processes driving better customer service whilst reducing cost
- To collaborate with other boroughs and organisations if appropriate e.g. Communications with Wandsworth
- To ensure adequate Human Resources capacity to deliver the **Council's** objectives and priorities
- To play a key role in supporting managers responsible for delivery of the projects within the market testing programme.
- To manage the collection and recovery of income to the Council whilst maximising benefit subsidy – in ways that promote the customer service agenda and improve resident satisfaction



2014/2015 ESTIMATES

FINANCE & CORPORATE SERVICES

**FINANCE & CORPORATE SERVICES
CHANGE BETWEEN YEARS**

Service Area Analysis	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2014/2015 Estimates £000
3Rd Sector Investment Strategy &	3,445	(13)	36	(52)	0	(2,335)	1,081
Executive Services	(543)	0	0	(25)	0	102	(466)
Finance	(384)	8	(249)	(337)	0	1,423	461
H&F Direct	19,875	(25)	(154)	(560)	540	(669)	19,007
Corporate Human Resources	(55)	(5)	59	(200)	177	715	691
Procurement & IT Strategy	(2,037)	384	8	(314)	0	(496)	(2,455)
Legal And Democratic Services	(1,836)	0	400	0	146	(6)	(1,296)
Innovation & Change Management	(242)	0	0	(210)	0	263	(189)
TOTAL	18,223	349	100	(1,698)	863	(1,003)	16,834

**FINANCE & CORPORATE SERVICES
SUMMARY**

	2013/2014	2014/2015
Number of Full Time Equivalent staff*	395	348

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employee Expenses	19,122	0	(214)	(615)	0	(660)	17,633
Premises Related Expenditure	77	0	(74)	0	0	0	3
Transport Related Expenditure	39	0	(1)	0	0	(1)	37
Supplies and Services	8,470	0	(102)	(102)	0	155	8,421
Third Party Payments	19,175	393	0	(416)	0	1,206	20,358
Transfer Payments	9,999	0	0	(450)	540	0	10,089
Support Services	9,021	0	399	0	177	(2,951)	6,646
Capital Charges	724	0	0	0	0	0	724

GROSS EXPENDITURE

66,627	393	8	(1,583)	717	(2,251)	63,911
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Support Services Recharges

(43,509)	0	0	0	0	1,575	(41,934)
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Income

Internal Recharge Income	(68)	0	33	0	146	1	112
Government Grants	(464)	0	0	0	0	(130)	(594)
Other Reimbursements & Contributions	(277)	0	0	0	0	0	(277)
Customer & Client Receipts	(4,056)	(44)	59	(115)	0	(93)	(4,249)
Interest & Other	(30)	0	0	0	0	(105)	(135)
Use of Balances & Reserves	0	0	0	0	0	0	0

GROSS INCOME

(4,895)	(44)	92	(115)	146	(327)	(5,143)
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NET EXPENDITURE

18,223	349	100	(1,698)	863	(1,003)	16,834
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FINANCE & CORPORATE SERVICES
3rd SECTOR INVESTMENT STRATEGY & COMMUNICATIONS

Promotes & communicates Council services and activities through the media, website, intranet & public information service. Also provides a Bi-Borough graphic design service to other departments. Includes Hammerprint, which provides in-house & external printing services. The division also incorporates the Strategy Unit, which provides policy support & advice to Councillors & Chief Officers, particularly on strategic, legislative and corporate issues and performance staff. The Strategy Unit also now includes Community Investment, which has recently transferred from Adult Social Care (ASC). This includes the Council's Voluntary Sector grants budget.

2013/2014	2014/2015
Full Time Equivalents	29
	28

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	1,667	0	10	0	0	243	1,920
Premises	74	0	(74)	0	0	0	0
Transport	4	0	0	0	0	0	4
Supplies & Services	4,614	0	89	(52)	0	(823)	3,828
Third Party Payments	119	0	0	0	0	0	119
Transfer Payments	213	0	0	0	0	0	213
Support Services	1,992	0	11	0	0	(1,730)	273
Capital Charges	42	0	0	0	0	0	42

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	8,725	0	36	(52)	0	(2,310)	6,399
Support Services Recharges	(3,413)	0	0	0	0	280	(3,133)
Income							
Internal Recharge Income	(28)	0	0	0	0	0	(28)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(270)	0	0	0	0	0	(270)
Customer & Client Receipts	(1,569)	(13)	0	0	0	(305)	(1,887)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above

	£000	FTE
Redirected Resources:		
Total Facilities Management Vire to TTS (-77k)/ Social grant Fund vired from HRD (90k)/Filming to ELRS (23k); staff transfer to ELRS, -1 FTE	36	(1)
MTFS Efficiencies:		
Hammersmith Xerox Contract reduction (-50k)/ Reduction in Vol Sector Grants Expenditure (-2k)	(52)	
Other Variations:		
Department of Work & Pensions (DWP) Social Fund transferred to H&F Direct	(713)	
Service Level Agreement Changes	(1,401)	
Recharge for three RBKC staff, funded from Bi Borough Graphics trading account income, and other minor salaries budget adjustments. (These staff are included within RBKC employee numbers.)	243	
Bi Borough Graphics trading account income.	(305)	
Nubian/Ashanti Grant vired to Adult Social Care (ASC)	(208)	
Other minor budget adjustments	49	
Total	(2,351)	(1)

**FINANCE & CORPORATE SERVICES
EXECUTIVE SERVICES**

The division provides administrative support to the Leader of the Council and the Chief Executive, who are responsible for ensuring that the Council's policy objectives and targets are met. The division also includes the Complaints officers and administrative support for the Finance & Corporate Services Department and the Housing and Regeneration Department.

	2013/2014	2014/2015
Full Time Equivalents	14	14

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	578	0	0	(25)	0	56	609
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	58	0	0	0	0	0	58
Third Party Payments	6	0	0	0	0	0	6
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	46	46
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

642	0	0	(25)	0	102	719
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Support Services Recharges

(1,185)	0	0	0	0	0	(1,185)
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

0	0	0	0	0	0	0
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Net Expenditure/ (Income)

(543)	0	0	(25)	0	102	(466)
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Explanation of major items above

	£000	FTE
MTFS Efficiencies: Reduction of Chief Executive's salary	(25)	
Other Variations: Changes to SLA budgets	46	
Reduction in contribution to pension fund - current service cost (-0.5%)	1	
Business Support Review Virements to meet 2013/14 saving of £140k	55	

FINANCE & CORPORATE SERVICES
FINANCE

This division now includes the central finance teams, Insurance, Internal Audit, Anti-Fraud, Treasury and Risk Management. The departmental accountancy teams have been decentralised to aid Bi and Tri-Borough mergers with various departments across Councils.

2013/2014	2014/2015
66	46

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	3,441	0	(224)	(137)	0	(499)	2,581
Premises	0	0	0	0	0	0	0
Transport	2	0	0	0	0	0	2
Supplies & Services	402	0	(25)	(10)	0	(104)	263
Third Party Payments	290	8	0	(190)	0	2,095	2,203
Transfer Payments	0	0	0	0	0	0	0
Support Services	14	0	0	0	0	113	127
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

	4,149	8	(249)	(337)	0	1,605	5,176
	(4,379)	0	0	0	0	(306)	(4,685)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(124)	0	0	0	0	124	0
Interest & Other	(30)	0	0	0	0	0	(30)
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(154)	0	0	0	0	124	(30)

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Redirected Resources: Legal Services (£-17k) Redundancy Budget to Corporate (£-74k) TFM Contract (£-8k) Pensions Team to Westminster Council (WCC) (£-150k); FTE Reduction (-2.4)	(249)	(2)
MTFS Efficiencies: Internal Audit Supplies & Services Budgets (£-10k), Managed Services (£-215k); (-17) FTE, People Portfolio (£-112k)	(337)	(17)
Other Variations: Service Level Agreement Changes	(242)	
Pension Changes (£8k) & 2013/14 1% Pay Award (£35k)	43	
People Portfolio Efficiencies 2013/14 reallocated across FCS	151	
Managed Services Virement from HR/IT Strategy	1,471	
Minor Adjustments		
Total	837	(19)

**FINANCE & CORPORATE SERVICES
H&F DIRECT**

Hammersmith & Fulham Direct includes the Council's transactional services - Housing Benefits, Council Tax and Pay & Park, together with the Blue Badge (parking concessions) and the Freedom Pass (concessionary passes for disabled and elderly people) services. Housing Rent Accounts have transferred in from HRD, but with a net nil effect to Net Expenditure, as costs are recharged back to the HRA.

2013/2014	2014/2015
139	137

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	5,372	0	0	(95)	0	177	5,454
Premises	1	0	0	0	0	0	1
Transport	3	0	0	0	0	0	3
Supplies & Services	1,739	0	(154)	0	0	603	2,188
Third Party Payments	1	0	0	0	0	0	1
Transfer Payments	9,784	0	0	(450)	540	0	9,874
Support Services	6,497	0	0	0	0	(881)	5,616
Capital Charges	146	0	0	0	0	0	146

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(464)	0	0	0	0	(130)	(594)
Reimbursements & Contributions	(6)	0	0	0	0	0	(6)
Customer & Client Receipts	(2,178)	(25)	0	(15)	0	74	(2,144)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Gross Expenditure	23,543	0	(154)	(545)	540	(101)	23,283
Support Services Recharges	(1,020)	0	0	0	0	(512)	(1,532)
Gross Income	(2,648)	(25)	0	(15)	0	(56)	(2,744)
Net Expenditure/ (Income)	19,875	(25)	(154)	(560)	540	(669)	19,007

Explanation of major items above

	£000	FTE
Redirected Resources: Health Watch Grant to Adult Social Care	(110)	
Legal Services Reduced Charge (£-42k), TFM Contract (£-2k)	(44)	
MTFS Efficiencies: Debit/Credit Card Retender (£-15k), Concessionary Fares (£-450k), Staffing Savings (£-95k; -2 FTE)	(560)	(2)
Growth Concessionary Fares	540	
Other Variations: Realignment of Service Level Agreement Changes	(1,381)	
Pension Changes (£15k) /2013/14 1% Pay Award (£57k)	72	
DWP Social Fund vired from Communications (£713k)	713	
Various IT virements to reflect lower recharges from H&F Bridge Partnership (HFBP)	(32)	
People Portfolio Efficiencies 2013/14 reallocated across FCS	(41)	
Total	(843)	(2)

**FINANCE & CORPORATE SERVICES
CORPORATE HUMAN RESOURCES**

This area provides a range of strategic Human Resources functions for the Council including employee relations, employment, occupational health, occupational safety, personnel planning and remunerations. The division provides a Council-wide service from a single point of contact.

	2013/2014	2014/2015
Full Time Equivalents	59	37

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	3,170	0	0	(200)	0	(451)	2,519
Premises	0	0	0	0	0	0	0
Transport	1	0	0	0	0	0	1
Supplies & Services	193	0	0	0	0	(76)	117
Third Party Payments	325	0	0	0	0	0	325
Transfer Payments	0	0	0	0	0	0	0
Support Services	106	0	0	0	177	(165)	118
Capital Charges	214	0	0	0	0	0	214

Gross Expenditure

4,009	0	0	(200)	177	(692)	3,294
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Support Services Recharges

(3,902)	0	0	0	0	1,498	(2,404)
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(162)	(5)	59	0	0	14	(94)
Interest & Other	0	0	0	0	0	(105)	(105)
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(162)	(5)	59	0	0	(91)	(199)
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Net Expenditure/ (Income)

(55)	(5)	59	(200)	177	715	691
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Explanation of major items above

	£000	FTE
Redirected Resources: Virement from Schools to pay for Corporate Human Resources (CHR) Salaries	59	
MTFS Efficiencies: Bi-Borough Structure with Royal Borough of Kensington & Chelsea (RBKC); FTE -7.	(200)	(7)
MTFS Growth: Housing Staff transferred from H&F Homes	177	
Other Variations: Virement to Finance to fund Managed Services; FTE reduction (-15)	(404)	(15)
Pension Changes (£7k)/2013/14 1% Pay Award (£33k)	40	
Changes to Service Level Agreements	1,106	
People Portfolio Efficiencies 2013/14 reallocated across FCS/Other minor adjustments	(27)	
Total	751	(22)

**FINANCE & CORPORATE SERVICES
PROCUREMENT & IT STRATEGY**

The division includes information management, contract monitoring of the Bridge Partnership and corporate procurement support.

	2013/2014	2014/2015
Full Time Equivalents	14	14

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	1,039	0	0	(48)	0	(170)	821
Premises	0	0	0	0	0	0	0
Transport	5	0	0	0	0	0	5
Supplies & Services	106	0	8	(40)	0	556	630
Third Party Payments	18,434	385	0	(226)	0	(889)	17,704
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	322	0	0	0	0	0	322

Gross Expenditure

19,906	385	8	(314)	0	(503)	19,482
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Support Services Recharges

(21,921)	0	0	0	0	7	(21,914)
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1)	0	0	0	0	0	(1)
Customer & Client Receipts	(21)	(1)	0	0	0	0	(22)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(22)	(1)	0	0	0	0	(23)
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Net Expenditure/ (Income)

(2,037)	384	8	(314)	0	(496)	(2,455)
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Explanation of major items above

	£000	FTE
Redirected Resources:	8	
MTFS Efficiencies:	(314)	
Other Variations:	(1,068)	
	668	
	(105)	
	9	
Total	(802)	0

**FINANCE & CORPORATE SERVICES
LEGAL AND DEMOCRATIC SERVICES**

This area provides a comprehensive legal service to all departments of the Council, including housing, planning, prosecution, childcare, employment and general legal advice. The division also includes Governance and Scrutiny plus Electoral Services.

2013/2014	2014/2015
56	56

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	2,719	0	0	0	0	(9)	2,710
Premises	2	0	0	0	0	0	2
Transport	24	0	(1)	0	0	(1)	22
Supplies & Services	1,276	0	(20)	0	0	0	1,256
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	2	0	0	0	0	0	2
Support Services	412	0	388	0	0	(385)	415
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

	4,435	0	367	0	0	(395)	4,407
	(6,229)	0	0	0	0	388	(5,841)
Internal Recharge Income	(40)	0	33	0	146	1	140
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(2)	0	0	0	0	0	(2)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
	(42)	0	33	0	146	1	138

Net Expenditure/ (Income)

	(1,836)	0	400	0	146	(6)	(1,296)
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Explanation of major items above

	£000	FTE
Redirected Resources:		
Virement for Total Facilities Management (TFM)	(15)	
Virements to various Departments to reflect Lower Charging Rates	415	
MTFS Growth:		
Funding to reflect the Lower Charging Rates to the Housing Revenue Account (HRA)	146	
Other Variations:		
Minor changes to Service Level Agreement budgets	4	
Pension Changes (£7k)/2013/14 1% Pay Award (£28k)	35	
People Portfolio Efficiencies 2013/14 reallocated across FCS	(45)	
Total	540	0

**FINANCE & CORPORATE SERVICES
INNOVATION & CHANGE MANAGEMENT**

The objective of Innovation and Change Management is to improve the overall effectiveness of Hammersmith & Fulham Council and the other Tri borough councils and their ability to respond to an evolving environment. By doing this, the division ensures that staff satisfaction is improved, productivity is increased and customers receive an excellent and individual experience.

2013/2014	2014/2015
18	16

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

Employees
Premises
Transport
Supplies & Services
Third Party Payments
Transfer Payments
Support Services
Capital Charges

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income
Government Grants
Reimbursements & Contributions
Customer & Client Receipts
Interest & Other
Use of Balances & Reserves

Gross Income

Net Expenditure/ (Income)

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	1,136	0	0	(110)	0	(7)	1,019
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	82	0	0	0	0	(1)	81
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	51	51
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	1,218	0	0	(110)	0	43	1,151
Support Services Recharges	(1,460)	0	0	0	0	220	(1,240)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	(100)	0	0	(100)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	(100)	0	0	(100)
Net Expenditure/ (Income)	(242)	0	0	(210)	0	263	(189)

Explanation of major items above	£000	FTE
MTFS Efficiencies: Review of divisional structure (£-110k; -2 FTE), Income from providing Service to Westminster Council (£-100k)	(210)	(2)
Other Variations: People Portfolio Efficiencies 2013/14 reallocated across FCS	(15)	
Service Level Agreements Changes	271	
Reduction in contribution to pension fund - current service cost (-0.5%) / 1% Pay Award 2013/14	7	
Total	53	(2)

HOUSING & REGENERATION

Description of service

Within the General Fund, the department is responsible for delivering a programme of physical regeneration and economic development across the borough, enhancing housing services and housing opportunities for residents, and providing housing-related preventative interventions to reduce the demand for access to acute services. The department is focused on creating safe and sustainable neighbourhoods, providing a platform for economic prosperity, increasing the quality and quantity of social housing and improving life opportunities for all residents.

Statement of Core Business

Within the Housing Options, Skills & Economic Development division: the Assessment & Advice service works with partners to meet housing demand by assessing homelessness applications, promotes early interventions in order to reduce the likelihood of a person becoming homeless, and provides information about housing options including advising on sheltered housing to support people independently, accessible housing for people with disabilities, and housing register applications. The Allocations, Home Buy & Property Solutions service promotes the **Council's range of low cost home ownership products**, provides an allocation service, delivers support to vulnerable tenants, and manages all temporary housing needs, ensuring that the Council achieves value for money in procuring properties. The function is responsible for facilitating permanent re-housing and making best use of the **Council's** housing stock. It works closely with the Housing Occupancy team within Housing Services to assist tenants who are overcrowded or under-occupying their home. The Economic Development, Learning & Skills function works with partners across West London to promote business growth, increase job creation and employment, attract inward investment and improve skill levels. The service provides a number of apprenticeship schemes, commissions training, employment services and business support, and promotes the borough's town centres and the local tourism industry. This work is supported by successfully bidding for external regeneration funds. The quality of delivery of vocational, mentoring and other adult learning courses for over 8,000 students in the borough has earned Beacon status for the Learning & Skills unit. The Housing Options division is also responsible for developing housing strategy, policy and initiatives (including managing **the impact of the Government's Welfare Reform programme**). The Regeneration and Development team is responsible for **renewing deprived neighbourhoods within the borough's three London Plan Opportunity Areas, with key developments including Earl's Court and Park Royal City**.

Prime objectives of the department

- Create more mixed and balanced communities: strategic asset management enabling access to high quality housing choices, prevention of homelessness through provision of housing advice, promoting employment opportunities, and actively managing the implications of Welfare Reform
- Give people a future: tackling social and economic polarisation through investing in **residents' wellbeing** by offering a range of employment, training, educational and housing options including enabling residents to pursue low cost home ownership and reducing the use of temporary accommodation, as well as delivering major regeneration programmes in five Opportunity Areas, creating job opportunities, improved infrastructure, accessible, affordable housing and neighbourhood improvements
- Satisfying our customers: through direct engagement and involvement with tenants and residents to ensure expectations are met and exceeded in all aspects of delivery
- Improving value for money and reducing costs: including delivering MTFS targets, managing all forms of temporary accommodation in an innovative and cost efficient manner, and working with the community to drive initiatives such as the White City Neighbourhood Budget project



2014/2015 ESTIMATES

HOUSING & REGENERATION DEPARTMENT

HOUSING & REGENERATION CHANGE BETWEEN YEARS

Service Area Analysis	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2014/2015 Estimates £000
Housing Options, Skills & Economic Development	5,963	(5)	(252)	(471)	1,545	1,005	7,785
Housing Services	47	0	0	0	0	(7)	40
Regeneration	69	0	(8)	0	0	(57)	4
Finance & Resources	206	0	(83)	(50)	0	(176)	(103)
TOTAL	6,285	(5)	(343)	(521)	1,545	765	7,726

Notes

The efficiency total of (£521k) is based on the departmental target of (£750k) offset by an efficiency relating to the redistribution of the pension fund deficit for staff from the General Fund to the Housing Revenue Account of £209k which is accounted for within Centrally Managed Budgets, and an adjustment of £19k which reallocates between departments the savings generated by the corporate transformation programme.

**HOUSING & REGENERATION
SUMMARY**

	2013/2014		2014/2015	
			Number of Full Time Equivalent staff	
			138	144

SUBJECTIVE ANALYSIS OF ESTIMATES	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Expenditure							
Employee Expenses	6,147	0	(66)	(131)	0	964	6,914
Premises Related Expenditure	9,545	0	(52)	0	0	2,433	11,926
Transport Related Expenditure	11	0	0	0	0	1	12
Supplies and Services	1,732	0	(56)	(70)	0	(657)	949
Third Party Payments	1,656	0	(90)	(170)	0	(301)	1,095
Transfer Payments	4,371	0	0	(101)	80	229	4,579
Support Services	3,700	0	(124)	(49)	0	59	3,586
Capital Charges	102	0	0	0	0	4	106
GROSS EXPENDITURE	27,264	0	(388)	(521)	80	2,732	29,167
Support Services Recharges	(1,713)	0	0	0	0	657	(1,056)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(3,339)	0	0	0	0	451	(2,888)
Other Reimbursements & Contributions	(1,849)	(5)	45	0	0	(430)	(2,239)
Customer & Client Receipts	(14,078)	0	0	0	1,465	(2,645)	(15,258)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(19,266)	(5)	45	0	1,465	(2,624)	(20,385)
NET EXPENDITURE	6,285	(5)	(343)	(521)	1,545	765	7,726

Notes

The number of Full Time Equivalent Staff (FTE's) has increased due to the provision of S106 & other grant funding to support Economic Development & Learning Skills' business initiatives, this has resulted in an increase of 8.5 FTE's which is partially offset by reductions arising as a result of efficiencies.

HOUSING & REGENERATION
Housing Options, Skills & Economic Development

The division covers three key services - Assessment & Advice (which includes H&F Advice, Housing Assessment and Review, and placement of homeless singles); Allocation, Home Buy and Property Solutions (including Temporary Accommodation and Housing Benefit Assist); and Economic Development, Learning & Skills (provides social and economic initiatives to promote business growth, job creation and employment, attracts inward investment and funding and improves skill levels).

	2013/2014	2014/2015
Full Time Equivalents	134	139

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	5,560	0	0	(130)	0	368	5,798
Premises	9,516	0	(35)	0	0	2,429	11,910
Transport	11	0	0	0	0	1	12
Supplies & Services	1,177	0	(48)	(70)	0	(190)	869
Third Party Payments	1,656	0	(90)	(170)	0	(301)	1,095
Transfer Payments	4,371	0	0	(101)	80	229	4,579
Support Services	3,109	0	(124)	0	0	386	3,371
Capital Charges	102	0	0	0	0	2	104

Gross Expenditure

25,502	0	(297)	(471)	80	2,924	27,738
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Support Services Recharges

(1,049)	0	0	0	0	584	(465)
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(3,287)	0	0	0	0	399	(2,888)
Reimbursements & Contributions	(1,125)	(5)	45	0	0	(257)	(1,342)
Customer & Client Receipts	(14,078)	0	0	0	1,465	(2,645)	(15,258)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(18,490)	(5)	45	0	1,465	(2,503)	(19,488)
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Net Expenditure/ (Income)

5,963	(5)	(252)	(471)	1,545	1,005	7,785
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Explanation of major items above		£000	FTE
Redirected Resources:	Transfer of repair and removal budgets to Transport & Technical Services	(38)	
	Transfer of legal fees budget to Finance & Corporate Services	(46)	
	Transfer of Community Investment Funding to FCS	(90)	
	Reallocation of shared cost of H & F Advice to Children's Services	(124)	
	Transfer of Supporting People funding from Finance & Corporate Services	46	
MTFS Efficiency:	Minor reorganisation of roles and responsibilities within Housing Options	(20)	(1)
	Review of income generation opportunities and cost reductions in Adult Learning & Skills Service	(211)	(3)
	Cessation of subscription to Locata choice-based letting system	(70)	
	Reduction in Housing Benefit subsidy loss on Temporary Accommodation portfolio	(20)	
	Reduction in costs and risks associated with Hamlet Gardens temporary accommodation contract	(150)	
MTFS Growth:	Potential Homelessness Impact of Welfare Reforms	1,545	
Other Variations:	Provision of S106 & other grant funding to support Economic Development & Learning Skills' business initiatives	260/(260)	9
	Increase in client unit numbers in Temporary Accommodation leading to a net increase in rental income and costs	(2660)/2660	
	Reapportionment of internal & central overheads and capital charges	1,005	
Total		1,827	5

HOUSING & REGENERATION
Housing Services

Housing Services exists to deliver the best possible outcomes for tenants at the lowest possible cost and to contribute to transforming neighbourhoods and access to opportunities. This budget relates mainly to the cost of site management and monitoring, traveller-related policy issues, and ensuring the protection of the interests of both the Council and the occupants of the Westway Travellers' Site.

2013/2014	2014/2015
1	1

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

Employees
Premises
Transport
Supplies & Services
Third Party Payments
Transfer Payments
Support Services
Capital Charges

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income
Government Grants
Reimbursements & Contributions
Customer & Client Receipts
Interest & Other
Use of Balances & Reserves

Gross Income

Net Expenditure/ (Income)

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	24	0	0	0	0	0	24
Premises	12	0	0	0	0	4	16
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	9	0	0	0	0	(9)	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	45	0	0	0	0	(5)	40
Support Services Recharges	2	0	0	0	0	(2)	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	47	0	0	0	0	(7)	40

Explanation of major items above

	£000	FTE
Other Variations: Reapportionment of internal and central overheads	(7)	0
Total	(7)	0

HOUSING & REGENERATION REGENERATION

The Regeneration and Development team is responsible for renewing deprived neighbourhoods within the borough's three London Plan Opportunity Areas, with key developments including Earl's Court and Park Royal City. The reduction in planned spending between years relates to costs incurred during 2013/14 in supporting the implementation of regeneration projects, which are now being funded via other mechanisms.

2013/2014	2014/2015
0	0

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	14	0	0	0	0	(14)	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	535	0	(8)	0	0	(467)	60
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	82	0	0	0	0	(80)	2
Capital Charges	0	0	0	0	0	2	2
Gross Expenditure	631	0	(8)	0	0	(559)	64
Support Services Recharges	(20)	0	0	0	0	20	0

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	(52)	0	0	0	0	52	0
Reimbursements & Contributions	(490)	0	0	0	0	430	(60)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(542)	0	0	0	0	482	(60)
Net Expenditure/ (Income)	69	0	(8)	0	0	(57)	4

Explanation of major items above

		£000	FTE
Redirected Resources:	Redirection of legal budgets to Finance & Corporate Services	(8)	0
Other Variations:	Cessation of LABGI (Local Authority Business Growth Initiatives) grant	(52)/52	
	Reduction in S106 funding	(488)/488	
	Contribution from Joint Venture vehicle to fund professional advice	(60)	
	Reapportionment of internal & central overheads and capital charges	3	
	Total	(65)	0

**HOUSING & REGENERATION
FINANCE & RESOURCES**

The Finance & Resources division provides strategic and operational financial support to the department and also drives improvements in achieving value for money, reducing costs, and ensuring the delivery of the Medium Term Financial Strategy to enable the Council's vision of a Borough of Opportunity. The budgets within this division mainly relate to staffing and other overhead budgets.

2013/2014	2014/2015
4	4

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	549	0	(66)	(1)	0	610	1,092
Premises	17	0	(17)	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	20	0	0	0	0	0	20
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	500	0	0	(49)	0	(238)	213
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

	1,086	0	(83)	(50)	0	372	1,325
	(646)	0	0	0	0	55	(591)
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(234)	0	0	0	0	(603)	(837)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Redirected Resources:		
Transfer of redundancy provision to Finance & Corporate Services	(66)	
Transfer of maintenance budgets to Transport & Technical Services	(17)	
MTFS Efficiency:		
Reduction in contribution to Housing Revenue Account (HRA) for shared cost of amenities	(50)	
Other Variations:		
Establishment of salary and income budgets for payroll service for voluntary organisations	610/(610)	
Reapportionment of internal and central overheads	(171)	
Total	(304)	0

LIBRARIES & ARCHIVES SERVICE

Description of Service

The Libraries and Archives Service provides twenty one libraries and lends over one million books across the three boroughs of Hammersmith & Fulham, Kensington & Chelsea and Westminster. The libraries are freely available to everyone in the community. The four libraries located within Hammersmith and Fulham that form part of the Tri-borough Libraries and Archives service offer services such as popular fiction and non-fiction, foreign language collections, DVDs and CDs, **children's and teenage fiction**, spoken word and large print selections, popular newspapers and magazines, homework clubs, reading groups, under 5s sessions, photocopying, computer access and room hire. Residents who, through a lack of mobility, are unable to travel to their local library can alternatively access the Home Library Service. The service also provides access to local archives and history collections.

Statement of Core Business

The key elements of the department are:

- **Reading.** Everything starts with reading, libraries help children and adults to become proficient readers for life and promote the love of reading for pleasure.
- **Learning.** Libraries support formal education at every stage and are a major provider of informal and self-directed learning for all.
- **Digital.** Libraries create and provide access to digital resources, and help people to bridge the digital divide through support and training.
- **Information.** Libraries provide the gateway to the world's knowledge (about anything and everything) and to local community information, with intelligent interpretation.
- **Community.** Libraries provide a physical, accessible, safe indoor presence in the heart of local communities, a meeting place for local people and organisations, a destination or venue for cultural events and activities.
- **Access point for other services.** Either online or through surgeries or permanently shared location – as a trusted brand with expert staff, a natural place where people will go to seek advice and support and to transact with other services.

Prime objectives of the Department

The purpose of the Tri-borough Libraries and Archives service is to promote reading and offer opportunities for cultural enrichment, recreation, employment and learning for the residents and businesses in Hammersmith & Fulham, Kensington & Chelsea and Westminster. The service is delivering savings on management and back office costs, allowing continued investment in libraries. The main objectives are:

- Improved library services, including **extending the 'More Than a Library' brand to a refurbished Hammersmith Library.**
- A comprehensive range of learning and wellbeing opportunities, including a wide range **of adult and children's reading, learning and cultural activities.**
- Increased access to services and content by all communities.
- Increased engagement through online channels e.g. eBooks and eAudiobooks.

2014/2015 ESTIMATES

LIBRARIES & ARCHIVES

Libraries & Archives
CHANGE BETWEEN YEARS

Service Area Analysis	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2014/2015 Estimates £000
Management And Support Services	2,646	0	(17)	(19)	0	(1,374)	1,236
Community Development	9	0	0	0	0	376	385
Reference, Information & Archives Services	36	0	0	0	0	168	204
Libraries Operations	424	4	(51)	(81)	0	1,091	1,387
TOTAL	3,115	4	(68)	(100)	0	261	3,212

**LIBRARIES & ARCHIVES
SUMMARY**

						2013/2014	2014/2015
Number of Full Time Equivalent staff						47	49
SUBJECTIVE ANALYSIS OF ESTIMATES	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Expenditure							
Employee Expenses	1,464	0	0	(10)	0	131	1,585
Premises Related Expenditure	434	4	(68)	0	0	0	370
Transport Related Expenditure	8	0	0	0	0	0	8
Supplies and Services	694	0	0	(90)	0	(119)	485
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	616	0	0	0	0	242	858
Capital Charges	171	0	0	0	0	2	173
GROSS EXPENDITURE	3,387	4	(68)	(100)	0	256	3,479
Support Services Recharges	0	0	0	0	0	0	0
Income	0	0	0	0	0	0	0
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	(114)	0	0	0	0	5	(109)
Customer & Client Receipts	(158)	0	0	0	0	0	(158)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(272)	0	0	0	0	5	(267)
NET EXPENDITURE	3,115	4	(68)	(100)	0	261	3,212

LIBRARIES & ARCHIVES
Management and Support Services

This division sets the overall strategic direction of the service and supports service delivery. It encompasses both the Tri-borough Senior Management Team and support staff and includes the Corporate and ICT support for the service as a whole. The decrease in staff, supplies and services budgets for 2014/15 reflects the reallocation of these costs to Library Operations; Reference, Information and Archives; and Community Development.

	2013/2014	2014/2015
Full Time Equivalents	45	2

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	1,401	0	0	(10)	0	(1,249)	142
Premises	17	0	(17)	0	0	0	0
Transport	8	0	0	0	0	0	8
Supplies & Services	580	0	0	(9)	0	(382)	189
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	601	0	0	0	0	257	858
Capital Charges	47	0	0	0	0	0	47

Gross Expenditure

2,654	0	(17)	(19)	0	(1,374)	1,244
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Support Services Recharges

0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(8)	0	0	0	0	0	(8)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(8)	0	0	0	0	0	(8)
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Net Expenditure/ (Income)

2,646	0	(17)	(19)	0	(1,374)	1,236
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Explanation of major items above	£000	FTE
Redirected Resources: Budget transfer to Transport and Technical Services due to the realignment of the Total Facilities Management (TFM) budget to reflect new contract service provision	(17)	
MTFS Efficiencies: Reduction in Libraries Support Services budget	(19)	
Other Variations: The variation in employee, supplies and services costs reflects a reallocation of costs from Library Management and Support Services to Library Operations; Reference, Information and Archives; and Community Development	(1,631)	(45)
The variation in support budgets largely reflects the disaggregation of Libraries from Environment, Leisure and Residents Services.	257	
The variation in FTEs reflects the inclusion of chargeable tri-borough FTEs and the exclusion of FTEs chargeable to other boroughs.		2
Total	(1,410)	(43)

LIBRARIES & ARCHIVES
Community Development

This division develops partnerships with other bodies to promote reading and learning; promotes the contribution of libraries in local communities; leads on the development of professional services for adults and children; and leads on the development of stock for lending libraries.

	2013/2014	2014/2015
Full Time Equivalents	2	5

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	63	0	0	0	0	123	186
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	27	0	0	0	0	263	290
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	15	0	0	0	0	(15)	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

105	0	0	0	0	0	371	476
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Support Services Recharges

0	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(96)	0	0	0	0	5	(91)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(96)	0	0	0	0	0	5	(91)
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Net Expenditure/ (Income)

9	0	0	0	0	0	376	385
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Explanation of major items above

	£000	FTE
Other Variations: The variation in FTE's, and supplies & services budgets, reflects a reallocation of costs from Library Management and Support Services to Community Development	386	3
Adjustment of Support Services Costs	(15)	
Other minor budget adjustments	5	
Total	376	3

LIBRARIES & ARCHIVES
Reference, Information & Archives Services

This division oversees specialised Reference team and sovereign Archives services and leads on digital and information provision within the library service.

	2013/2014	2014/2015
Full Time Equivalents	0	5

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	0	0	0	0	0	168	168
Premises	36	0	0	0	0	0	36
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

36	0	0	0	0	0	168	204
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Support Services Recharges

0	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

0	0	0	0	0	0	0	0
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Net Expenditure/ (Income)

36	0	0	0	0	0	168	204
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Explanation of major items above

	£000	FTE
Other Variations: The variation in FTE's, and supplies & services budgets, reflects a reallocation of costs from Library Management and Support Services to Reference, Information and Archives.	168	5
Total	168	5

LIBRARIES & ARCHIVES
Libraries Operations

This division oversees the day to day operation of the Hammersmith, Fulham, Shepherds Bush and Askew Libraries to ensure delivery in line with the council's targets and specifications. The increase in staff, supplies and services budgets for 2014/15 reflects the reallocation of these costs from Management and Support Services.

	2013/2014	2014/2015
Full Time Equivalents	0	37

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	0	0	0	0	0	1,089	1,089
Premises	381	4	(51)	0	0	0	334
Transport	0	0	0	0	0	0	0
Supplies & Services	87	0	0	(81)	0	0	6
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	124	0	0	0	0	2	126

Gross Expenditure

592	4	(51)	(81)	0	1,091	1,555
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Support Services Recharges

0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(18)	0	0	0	0	0	(18)
Customer & Client Receipts	(150)	0	0	0	0	0	(150)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(168)	0	0	0	0	0	(168)
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Net Expenditure/ (Income)

424	4	(51)	(81)	0	1,091	1,387
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Explanation of major items above

	£000	FTE
Redirected Resources: Transfer of maintenance budget transfer to Transport & Technical Services (TTS) due to the realignment of the Total Facilities Management (TFM) budget to reflect new contract service provision	(51)	
MTFS Efficiencies: Reduction in Fulham Library's budgetary provision	(81)	
Other Variations: The variation in FTE's, and supplies & services budgets, reflects a reallocation of costs from Library Management and Support Services to Library Operations.	1,091	37
Total	959	37

PUBLIC HEALTH SERVICES

Description of Service

The Public Health Department is a Tri Borough Service managed by Westminster City Council on behalf of the Tri-Borough partnership of London Borough of Hammersmith & Fulham, Royal Borough of Kensington and Chelsea and Westminster City Council. It is responsible for the commissioning of services to help reduce health inequality and provide improved health and wellbeing for the boroughs resident.

The service is mainly funded from a Ring Fenced Public Health Grant administered under section 31 of the Local Government Act 2003 which allows Ministers, with the consent of the Treasury, to pay grants to any local authority for any expenditure

Statement of Core Business

To work jointly with clinical commissioning groups and other strategic partners (such as the police and community safety partnerships to undertake Joint Strategic Needs Assessments (JSNA) of the current and future health and social care needs and assets of the local community. To use the JSNA to develop Joint Health and Well Being Strategies in order to met the identified needs in the local area.

To deliver the Joint Health and Well Being Strategies through the commissioning of services. To provide value for money by commissioning services through the tri borough partnership.

To ensure the delivery of Mandatory Functions as prescribed by the Secretary of State.

To maintain sound Financial Management and reporting of grant expenditure as outlined by the Secretary of State.

Prime Objectives of Department

To discharge the local authority public health responsibilities and:

- improve significantly the health and wellbeing of local populations
- carry out health protection functions delegated from the Secretary of State
- reduce health inequalities across the life course, including within hard to reach groups
- ensure the provision of population healthcare advice and promote healthy living and facilitate the process for living healthy lives both for residents within the borough and visitors.
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2014/2015 ESTIMATES

PUBLIC HEALTH SERVICES

**Public Health Services
CHANGE BETWEEN YEARS**

Service Area Analysis	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2014/2015 Estimates £000
Commissioning Public Health	312	0	0	0	0	(312)	0
Public Health Mandated	0	0	0	0	0	0	0
Public Health Non Mandated	0	0	0	0	0	346	346
TOTAL	312	0	0	0	0	34	346

**Public Health Services
SUMMARY**

	2013/2014	2014/2015					
Number of Full Time Equivalent staff	0	0					
SUBJECTIVE ANALYSIS OF ESTIMATES							
	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Expenditure							
Employee Expenses	160	0	0	0	0	911	1,071
Premises Related Expenditure	0	0	0	0	0	0	0
Transport Related Expenditure	0	0	0	0	0	0	0
Supplies and Services	4,252	0	0	0	0	(4,252)	0
Third Party Payments	16,532	0	0	0	0	3,492	20,024
Transfer Payments	149	0	0	0	0	(149)	0
Support Services	75	0	0	0	0	31	106
Capital Charges	0	0	0	0	0	0	0
GROSS EXPENDITURE	21,168	0	0	0	0	33	21,201
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	(20,856)	0	0	0	0	1	(20,855)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(20,856)	0	0	0	0	1	(20,855)
NET EXPENDITURE	312	0	0	0	0	34	346

PUBLIC HEALTH SERVICES
Commissioning Public Health

Budgets within this summary centre have been transferred to Mandated and Non-Mandated summary centres in order to improve the management structure of the Public Health service.

	2013/2014	2014/2015
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	160	0	0	0	0	(160)	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	4,252	0	0	0	0	(4,252)	0
Third Party Payments	16,532	0	0	0	0	(16,532)	0
Transfer Payments	149	0	0	0	0	(149)	0
Support Services	75	0	0	0	0	(75)	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

21,168	0	0	0	0	0	(21,168)	0
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Support Services Recharges

0	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(20,856)	0	0	0	0	20,856	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(20,856)	0	0	0	0	0	20,856	0
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Net Expenditure/ (Income)

312	0	0	0	0	0	(312)	0
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Explanation of major items above

	£000	FTE
Other Variations: Transfer of budgets to Mandated and non-Mandated Services.	(312)	
Total	(312)	0

PUBLIC HEALTH SERVICES
Public Health Mandated

Budgets within this summary centre are used to procure Mandatory Public Health services (as determined by the Secretary of State for Health)

	2013/2014	2014/2015
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	6,177	6,177
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

0	0	0	0	0	0	6,177	6,177
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Support Services Recharges

0	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	(6,177)	(6,177)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

0	0	0	0	0	0	(6,177)	(6,177)
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Net Expenditure/ (Income)

0	0	0	0	0	0	0	0
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Explanation of major items above

	£000	FTE
Total	0	0

PUBLIC HEALTH SERVICES
Public Health Non Mandated

Budgets within this summary centre are used to procure non- Mandatory Public Health services

	2013/2014	2014/2015
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	0	0	0	0	0	1,071	1,071
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	13,847	13,847
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	106	106
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

0	0	0	0	0	0	15,024	15,024
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Support Services Recharges

0	0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	(14,678)	(14,678)
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

0	0	0	0	0	0	(14,678)	(14,678)
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Net Expenditure/ (Income)

0	0	0	0	0	0	346	346
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Explanation of major items above

	£000	FTE
Other Variations: Transfer of Budgets to non-Mandated services	346	
Total	346	0

TRANSPORT & TECHNICAL SERVICES

Description of Service

The Transport and Technical Services (TTS) Department delivers a wide range of technical, regulatory and enforcement services, including some **of the 'universal' services used by everyone who lives, works in or visits the borough.** Recognising the importance of delivering these **services effectively, courteously and with understanding of our customers' needs,** we aim to continually improve standards, and help shape **residents'** perceptions of living and working in the borough.

A number of senior managers in the Transport and Technical Services (TTS) Department are shared with the Royal Borough of Kensington and Chelsea, which means it is managed on a Bi-Borough basis. Two services, Environmental Health and Transport and Highways are in the process of more closely integrating across the two boroughs. However, Building and Property Management and Planning services are still managed within TTS on a single borough basis only. For the provision of facilities management services in LBHF we entered into a contract on a tri-borough basis in 2013.

Statement of Core Business

The department plays a core role in delivering more efficient use of council property assets, particularly office accommodation. We lead on the centralisation of improved facilities management services, the accommodation programme and provide a key input to the smart working programme for which the director is the corporate sponsor. The department will continue to seek more efficient service delivery options and will continue to drive down costs, through initiatives like the tri borough Total Facilities Management contract.

The department will further develop performance management and expansion of its use of staff performance incentives to raise productivity levels and reduce net costs. Most of our services have already obtained ISO 9001:2000 Quality Accreditations. The Department is IIP accredited and has Chartermark status for all Parking services.

The department is using the new bi-borough arrangements to develop closer working relations and to improve efficiency.

Prime objectives of the Department

The following objectives help us to achieve our over-riding purpose:

- Planning and transport to support regeneration and decent neighbourhoods
- MTFS efficiency savings
- Market testing
- Optimising capital assets
- Providing council buildings used by the public with step free access and wheelchair accessible toilets



2014/2015 ESTIMATES

TRANSPORT & TECHNICAL SERVICES

Transport & Technical Services CHANGE BETWEEN YEARS

Service Area Analysis	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2014/2015 Estimates £000
Transport & Highways Services	13,114	46	(5)	(434)	0	(953)	11,768
Parking	(20,833)	38	(123)	(246)	0	866	(20,298)
Planning	2,317	(4)	0	(199)	0	410	2,524
Environmental Health	3,051	(5)	0	(96)	0	382	3,332
Building & Property Management	(2,810)	116	2,301	(1,049)	832	(1,574)	(2,184)
Support Services	(216)	0	(226)	(785)	0	709	(518)
TOTAL	(5,377)	191	1,947	(2,809)	832	(160)	(5,376)

**Transport & Technical Services
SUMMARY**

	2013/2014	2014/2015
Number of Full Time Equivalent staff	427	377

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Expenditure							
Employee Expenses	19,267	0	(226)	(506)	0	(2,022)	16,513
Premises Related Expenditure	7,633	77	1,000	(820)	0	(239)	7,651
Transport Related Expenditure	535	0	0	0	0	(222)	313
Supplies and Services	4,638	2	115	(26)	11	(1,392)	3,348
Third Party Payments	8,593	151	616	(218)	301	(839)	8,604
Transfer Payments	2	0	0	0	0	(2)	0
Support Services	9,306	0	0	0	0	(308)	8,998
Capital Charges	10,976	0	0	0	0	544	11,520
GROSS EXPENDITURE	60,950	230	1,505	(1,570)	312	(4,480)	56,947
Support Services Recharges	(12,648)	0	0	0	0	(852)	(13,500)
Income							
Internal Recharge Income	(8,140)	0	507	0	249	3,897	(3,487)
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	(1,204)	0	0	0	0	(166)	(1,370)
Customer & Client Receipts	(44,342)	(39)	(65)	(1,239)	271	1,441	(43,973)
Interest & Other	7	0	0	0	0	0	7
Use of Balances & Reserves	0	0	0	0	0	0	0
GROSS INCOME	(53,679)	(39)	442	(1,239)	520	5,172	(48,823)
NET EXPENDITURE	(5,377)	191	1,947	(2,809)	832	(160)	(5,376)

Transport & Technical Services
TRANSPORT & HIGHWAYS SERVICES

The Council is the statutory highway and traffic authority for all 212 kilometres of public roads within the borough except for those roads that are part of the Transport for London road network (A4, A40 & A3220). Highways and Engineering is the executive arm of the Council in respect of procuring and managing the Council's highways and traffic powers, duties and responsibilities. It also provides transport and parking policy advice and is responsible for the civil engineering service to the Council.

	2013/2014	2014/2015
Full Time Equivalents	67	65

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	3,203	0	0	(121)	0	(165)	2,917
Premises	923	8	(5)	0	0	(133)	793
Transport	24	0	0	0	0	6	30
Supplies & Services	574	2	0	0	0	(42)	534
Third Party Payments	3,871	47	0	(63)	0	(7)	3,848
Transfer Payments	0	0	0	0	0	0	0
Support Services	2,160	0	0	0	0	(1,282)	878
Capital Charges	8,226	0	0	0	0	579	8,805

Gross Expenditure

Support Services Recharges

Income

	18,981	57	(5)	(184)	0	(1,044)	17,805
	(403)	0	0	0	0	222	(181)
Internal Recharge Income	(3,000)	0	0	0	0	0	(3,000)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(50)	0	0	0	0	(159)	(209)
Customer & Client Receipts	(2,414)	(11)	0	(250)	0	28	(2,647)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Redirected Resources: Clawback of Depot recharge budget - incorporating Bagley's Lane into Civic Accommodation	(5)	
MTFS Efficiencies: Advertising on Pavements	(250)	
Street Lighting Contract	(50)	
Sponsorship of Christmas Lights	(12)	
Bi Borough service review savings	(122)	(2)
Other Variations: Corporate SLAs and Capital Charges adjustments (- £481) 2013-14 1% Pay Increase (£32k)		
TFM Budget adjustments (- £2k), Bi Borough Service Review Savings 2013-14 and 2014-15 (- £321k), Allocation of People Portfolio Savings (-£11k), S106 funds used for revenue expenditure (- £159k), Other Minor Adjustment (- 11k)	(953)	
Total	(1,392)	(2)

**Transport & Technical Services
PARKING**

The Parking Service Budget covers the activities of the Borough Wide Parking Area under the Road Traffic Act 1991 and the London Local Authority Acts, together with the enforcement of controlled Parking Zones and the White City and Wormwood Scrubs Off Street Car Parks. Other functions include direct responsibility for the Parking Attendant Service, enforcement of parking restrictions, bus lanes and moving traffic contraventions, collection of monies from pay and display machines and the approval and implementation of parking bay suspensions.

	2013/2014	2014/2015
Full Time Equivalents	159	155

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	5,218	0	0	(172)	0	33	5,079
Premises	1,004	21	(123)	(60)	0	(143)	699
Transport	220	0	0	0	0	0	220
Supplies & Services	1,097	0	0	0	0	86	1,183
Third Party Payments	1,604	17	0	0	0	1	1,622
Transfer Payments	0	0	0	0	0	0	0
Support Services	2,909	0	0	0	0	870	3,779
Capital Charges	438	0	0	0	0	18	456

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(33,330)	0	0	(14)	0	1	(33,343)
Interest & Other	7	0	0	0	0	0	7
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Gross Expenditure	12,490	38	(123)	(232)	0	865	13,038
Support Services Recharges	0	0	0	0	0	0	0
Gross Income	(33,323)	0	0	(14)	0	1	(33,336)
Net Expenditure/ (Income)	(20,833)	38	(123)	(246)	0	866	(20,298)

Explanation of major items above

	£000	FTE
Redirected Resources: Clawback of Depot recharge budget - incorporating Bagley's Lane into Civic Accommodation	(123)	
MTFS Efficiencies: Bi Borough Parking Office (FTE reduction, -4)	(172)	(4)
Pay and Display machine maintenance contract reduction	(60)	
Zone K card machines - additional income	(14)	
Other Variations: Total Facilities Management (TFM) Budget Adjustments	(9)	
Changes in Corporate SLAs and Capital Charges adjustments	890	
Budget realignment relating to 2013-14 1% Pay Increase	35	
2013-14 IT budget clawback to corporate	(47)	
Other minor budget adjustments	(3)	

**Transport & Technical Services
PLANNING**

The Planning Division provides an integrated policy function for planning, transportation and the environment. This includes responsibility for statutory and non-statutory plans; research; advising on planning applications and development of the council's own land; pre-application advice; and access. The Development Management Services assesses all applications for planning permission to carry out new development, works to existing buildings and changes of use.

	2013/2014	2014/2015
Full Time Equivalents	46	46

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	2,500	0	0	0	0	21	2,521
Premises	0	0	0	0	0	0	0
Transport	7	0	0	0	0	(1)	6
Supplies & Services	401	0	0	0	0	(17)	384
Third Party Payments	3	0	0	0	0	0	3
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,540	0	0	0	0	165	1,705
Capital Charges	718	0	0	0	0	1	719

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	5,169	0	0	0	0	169	5,338
Support Services Recharges	(115)	0	0	0	0	0	(115)
Income							
Internal Recharge Income	(303)	0	0	0	0	(1)	(304)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(50)	0	0	0	0	0	(50)
Customer & Client Receipts	(2,384)	(4)	0	(199)	0	242	(2,345)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
MTFS Efficiencies: Changes to Planning discretionary charges	(199)	
Other Variations: Corporate Service Level Agreements & Capital Charges Adjustments	250	
2013-14 Reallocation of 2013-14 MTFS savings	240	
Allocation of People Portfolio Savings	(5)	
Internal Support cost adjustments	(81)	
Budget realignment relating to 2013-14 1% Pay Increase	25	
2013-14 IT budget clawback to corporate	(25)	
Other minor Adjustments	5	
Total	211	0

**Transport & Technical Services
ENVIRONMENTAL HEALTH**

The Public Protection and Safety Division is responsible for many of the Council's statutory regulatory functions including environmental health, trading standards and licensing. The division also includes corporate safety, departmental performance and complaint monitoring. The primary objective of the Division is to protect the health, safety and well being of people who live, work in or visit the borough and where necessary to effect improvements through intervention.

	2013/2014	2014/2015
Full Time Equivalents	56	53

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	2,787	0	0	(121)	0	39	2,705
Premises	5	0	0	0	0	(5)	0
Transport	39	0	0	0	0	(2)	37
Supplies & Services	210	0	0	0	0	(28)	182
Third Party Payments	19	0	0	0	0	(2)	17
Transfer Payments	0	0	0	0	0	0	0
Support Services	1,420	0	0	0	0	505	1,925
Capital Charges	12	0	0	0	0	(4)	8

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	4,492	0	0	(121)	0	503	4,874
Support Services Recharges	(481)	0	0	0	0	21	(460)
Income							
Internal Recharge Income	(26)	0	0	0	0	0	(26)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	(142)	(142)
Customer & Client Receipts	(934)	(5)	0	25	0	0	(914)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above		£000	FTE
MTFS Efficiencies:	Licensing Fee increase and Service Review Savings	(96)	
Other Variations:	Changes in Corporate Service Level Agreements & Capital Charges Adjustments	522	
	Funding for an intern post	21	
	Budget realignment relating to 2013-14 1% Pay Increase	26	
	Staff transferred to Support Services	(53)	(1)
	Bi borough staffing (recharged to RBKC)	35	
	2013-14 IT budget clawback to corporate	(29)	
	Revenue funding from development fund (-£81k); 2013-14 Service Review Savings (-£22k); S113 staffing reimbursement (-£35k) and TFM Budget adjustments (£-4k)	(142)	(2)
	Other minor budget adjustments	2	
Total		286	(3)

**Transport & Technical Services
BUILDING & PROPERTY MANAGEMENT**

This division provides a complete professional architectural, engineering, facilities management and surveying service to all departments of the Council. The division also includes the Total Facilities Management contract with Amey that oversees running costs and maintenance budgets for Council properties, undertaking day to day repairs, refurbishment and engineering servicing works. The Building control service enforces the National Building Regulations in the borough. Valuation and Property Services provides a comprehensive valuation and commercial estate management service on behalf of the council.

	2013/2014	2014/2015
Full Time Equivalents	92	50

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	4,557	0	0	(79)	0	(1,979)	2,499
Premises	5,679	48	1,128	(760)	0	42	6,137
Transport	244	0	0	0	0	(224)	20
Supplies & Services	2,217	0	115	(5)	11	(1,369)	969
Third Party Payments	3,096	87	616	(155)	301	(831)	3,114
Transfer Payments	2	0	0	0	0	(2)	0
Support Services	1,261	0	0	0	0	(599)	662
Capital Charges	1,562	0	0	0	0	(30)	1,532

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	18,618	135	1,859	(999)	312	(4,992)	14,933
Support Services Recharges	(10,596)	0	0	0	0	(1,326)	(11,922)
Income							
Internal Recharge Income	(4,811)	0	507	0	249	3,898	(157)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(1,104)	0	0	0	0	135	(969)
Customer & Client Receipts	(4,917)	(19)	(65)	(50)	271	711	(4,069)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(10,832)	(19)	442	(50)	520	4,744	(5,195)

Net Expenditure/ (Income)

Net Expenditure/ (Income)	(2,810)	116	2,301	(1,049)	832	(1,574)	(2,184)
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Explanation of major items above

	£000	FTE
Redirected Resources:		
Facilities Management (FM) Budgets realigned for new contract arrangements: from other departments (£1,858k), Bagley's Lane depot transferred from ELRS (£442k)	2,301	
MTFS Efficiencies:		
Accommodation (£460k), Total Facilities Management (TFM) contract delivery and IT savings (£396k), Technical Support service review (£79k), Carbon Reduction Commitment allowances budget reduction (£64k), Advertising Hoardings on Street (£50k)	(1,049)	
MTFS Growth:		
Provided to cover gaps in TTS income targets in Building Control (£287k) and Building Services (£249k) (funded through further savings in TTS budgets);	536	
and, to cover non recoverable SLAs due to new TFM contract arrangements	296	
Other Variations:		
Corporate Service Level Agreements & Capital Charges Adjustments	(1,737)	
Budget realignment relating to 2013-14 1% Pay Increase	41	
Rental Income reduced: 24-36 Fulham Palace Road & 145-155 King Street	99	
Facilities Management (FM) Budgets realigned for new contract arrangements: from other TTS divisions)	23	
TFM outsourcing		(42)
Total	510	(42)

**Transport & Technical Services
SUPPORT SERVICES**

This division comprises the Director's office. Corporate support costs, Information Technology and other centralised budgets which are fully allocated to front-line services are also reflected in this area.

	2013/2014	2014/2015
Full Time Equivalents	7	8

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	1,002	0	(226)	(13)	0	29	792
Premises	22	0	0	0	0	0	22
Transport	1	0	0	0	0	(1)	0
Supplies & Services	139	0	0	(21)	0	(22)	96
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	16	0	0	0	0	33	49
Capital Charges	20	0	0	0	0	(20)	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	1,200	0	(226)	(34)	0	19	959
Support Services Recharges	(1,053)	0	0	0	0	231	(822)
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(363)	0	0	(751)	0	459	(655)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above		£000	FTE
Redirected Resources:	Centralisation of redundancy budgets	(226)	
MTFS Efficiencies:	Support services -Bi Borough service review savings in service areas	(135)	
	Uniform IT system saving	(21)	
	Unallocated savings for use of S106 funds and the People Portfolio	(629)	
Other Variations:	Corporate Service Level Agreements & Capital Charges Adjustments	244	
	Pension fund adjustments	40	
	Bi borough service reviews budget allocated to services	447	
	2013-14 IT budget clawback to corporate	(22)	
	Bi Borough staff working in LBHF		1
Total		(302)	1

HOUSING REVENUE ACCOUNT

Description of service

The Housing Revenue Account (HRA) contains solely the costs arising from the management of the **Council's housing** stock, funded by income from tenant rents and service charges, leaseholder service charges, commercial property rents and other housing-related activities. It is a **ring-fenced account within the Council's General Fund** and is required under statute to account separately for local authority housing provision.

The ring-fence was introduced in Part IV of the Local Government and Housing Act 1989, and was designed to ensure that rents paid by local authority tenants accurately reflected the cost of associated services as well as exclusively funding those services. The ring-fence also requires that rents cannot be used to subsidise Council Tax. The items that can be credited and debited to the HRA are prescribed by statute, and the Council has no general discretion to transfer items into and out of the HRA.

Following the Government's reforms to the system of local authority housing finance on 28th March 2012, the 2014/15 HRA budget continues to address the requirement to manage the **Council's** housing stock using solely the income produced by that stock rather than annual transfers of subsidy between central and local government. The 2014/15 budget consolidates a programme of service improvements and savings, whilst addressing both key risks (including the impact of Welfare Reform), and the need to build a secure financial base to ensure that the future investment needs of the stock are met.

Statement of Core Business

The Housing & Regeneration department is responsible for managing **the Council's housing** stock. The main areas of business are as follows:

- Housing Services leads on resident involvement matters, managing anti-social behaviour, housing management, sheltered housing, caretaking and concierge services
- Finance & Resources manages services for leaseholders and provides a financial management service for the department including a 30 year plan developed to enable the achievement of the HRA's strategic financial objectives, including building new homes
- Asset Management and Property Services delivers the asset management function including reactive revenue repairs and maintaining investment in the condition of the housing stock as **well as being responsible for the HRA's long term asset management strategy**
- Housing Options provides temporary accommodation, **delivers the Council's housing strategy**, is engaged in the prevention of homelessness, offering home ownership opportunities, and assists Housing Services in tackling overcrowding and under-occupation in the borough
- Regeneration develops and co-ordinates the **Council's** major programme of estate renewals covering some of the most deprived areas in the borough, and the building of new homes
- Safer Neighbourhoods ensures **the Council's housing estates** are safe places in which to live

The HRA Budget

The overall strategic financial objectives for the HRA are:

- To finance both the annual interest and repayments of the principal housing debt (£207.7m as at 1st April 2014) as it becomes due
- To achieve a viable on-going maintenance programme that maintains the stock in good repair, working towards reducing the reliance on asset sales to fund the maintenance of existing stock.
- To increase the HRA reserves balance to protect against future shocks or unanticipated events to circa £35 million by 2022
- To free resources for investment in new initiatives including new housing supply whilst improving service standards

2014/2015 ESTIMATES

HOUSING REVENUE ACCOUNT (HRA)

**HOUSING REVENUE ACCOUNT
CHANGE BETWEEN YEARS**

Service Area Analysis	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2014/2015 Estimates £000
Housing Income	(73,603)	0	0	0	0	(2,095)	(75,698)
Housing Repairs	14,006	0	0	(1,048)	0	401	13,359
Housing Services	11,778	0	0	(748)	79	(1,164)	9,945
Commissioning & Quality Assurance	1,319	0	0	0	531	1,387	3,237
Property Services	2,544	0	0	0	0	(486)	2,058
Finance & Resources	12,687	0	0	(776)	1,172	1,871	14,954
Housing Options	622	0	0	0	0	(220)	402
Regeneration	260	0	0	0	113	(42)	331
Safer Neighbourhoods	565	0	0	0	0	13	578
Adult Social Care	48	0	0	0	0	0	48
Holding Codes	0	0	0	0	0	0	0
Capital Charges	28,028	0	0	(727)	113	450	27,864
Transfers to/(from) reserves	1,746	0	0	0	0	1,176	2,922
TOTAL	0	0	0	(3,299)	2,008	1,291	0

**HOUSING REVENUE ACCOUNT
SUMMARY**

Number of Full Time Equivalent staff

2013/2014	2014/2015
352	194 *

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employee Expenses	15,084	0	0	(4,216)	0	(908)	9,960
Premises Related Expenditure	22,264	0	0	(773)	0	318	21,809
Transport Related Expenditure	226	0	0	(133)	0	(15)	78
Supplies and Services	6,899	0	0	(804)	1,316	1,580	8,991
Third Party Payments	197	0	0	4,073	329	81	4,680
Transfer Payments	349	0	0	0	250	(10)	589
Support Services	6,555	0	0	(776)	0	(202)	5,577
Capital Charges	28,092	0	0	(727)	113	536	28,014

GROSS EXPENDITURE

79,666	0	0	(3,356)	2,008	1,380	79,697
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Support Services Recharges

0	0	0	0	0	0	0
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Income

Internal Recharge Income	(91)	0	0	0	0	15	(76)
Government Grants	0	0	0	0	0	0	0
Other Reimbursements & Contributions	(1,233)	0	0	0	0	(155)	(1,388)
Customer & Client Receipts	(79,751)	0	0	57	0	(1,311)	(81,005)
Interest & Other	(64)	0	0	0	0	(86)	(150)
Use of Balances & Reserves	1,473	0	0	0	0	1,449	2,922

GROSS INCOME

(79,666)	0	0	57	0	(88)	(79,697)
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NET EXPENDITURE

0	0	0	(3,299)	2,008	1,292	0
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* This excludes staff working on capital projects (10.5 FTEs)

**HOUSING REVENUE ACCOUNT
HOUSING INCOME**

This division includes dwelling rents from tenants, commercial property rents and service charge income from tenants and leaseholders.

	2013/2014	2014/2015
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	24	0	0	0	0	4	28
Transport	0	0	0	0	0	0	0
Supplies & Services	39	0	0	0	0	2	41
Third Party Payments	15	0	0	0	0	20	35
Transfer Payments	45	0	0	0	0	(5)	40
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income	(28)	0	0	0	0	0	(28)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(812)	0	0	0	0	(73)	(885)
Customer & Client Receipts	(72,886)	0	0	0	0	(2,043)	(74,929)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

	123	0	0	0	0	21	144
	0	0	0	0	0	0	0
	(73,726)	0	0	0	0	(2,116)	(75,842)
	(73,603)	0	0	0	0	(2,095)	(75,698)

Explanation of major items above

	£000	FTE
Increase in commercial income forecast offset by decrease in commercial income due to predicted sales of shops	185	
Increase in income from advertising hoardings	(97)	
Reduction in parking space rents forecast	353	
Increase in bad debt provision and allowance for Welfare Reform	854	
Reduction in leaseholder service charges	100	
Increase in net dwelling rental income and tenants service charge income	(3,500)	
Other minor adjustments	10	
Total	(2,095)	0

**HOUSING REVENUE ACCOUNT
HOUSING REPAIRS**

The major areas of expenditure within the revenue housing repairs and maintenance budget include reactive repairs, change of tenancy works, gas servicing, communal repairs, lift maintenance and communal heating repairs.

2013/2014	2014/2015
0	0

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	14,286	0	0	(1,048)	0	219	13,457
Transport	0	0	0	0	0	0	0
Supplies & Services	161	0	0	0	0	(81)	80
Third Party Payments	52	0	0	0	0	(30)	22
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	14,499	0	0	(1,048)	0	108	13,559
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(150)	0	0	0	0	(50)	(200)
Customer & Client Receipts	(343)	0	0	0	0	343	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(493)	0	0	0	0	293	(200)
Net Expenditure/ (Income)	14,006	0	0	(1,048)	0	401	13,359

Explanation of major items above

	£000	FTE
MTFS Efficiency: transformational saving on procurement of repairs contracts	(1,048)	
Transfer of voids rubbish clearance budget from Housing Services Division	250	
Reduction in insurance and other income budgets	151	
Total	(647)	0

**HOUSING REVENUE ACCOUNT
HOUSING SERVICES**

Housing Services exists to deliver the best possible outcomes for tenants and leaseholders at the lowest possible cost and to contribute to transforming neighbourhoods and access to opportunities. Housing Services includes budgets for Resident involvement, Estate Improvement, Anti Social Behaviour, Caretaking Services, Concierge Services, Housing Management, and Sheltered Housing.

	2013/2014	2014/2015
Full Time Equivalents	204	77

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	7,237	0	0	(4,216)	0	194	3,215
Premises	2,017	0	0	275	0	(92)	2,200
Transport	140	0	0	(133)	0	(3)	4
Supplies & Services	2,727	0	0	(804)	0	(106)	1,817
Third Party Payments	70	0	0	4,073	79	(1,320)	2,902
Transfer Payments	0	0	0	0	0	54	54
Support Services	0	0	0	0	0	(203)	(203)
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

12,191	0	0	(805)	79	(1,476)	9,989
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Support Services Recharges

0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(413)	0	0	57	0	312	(44)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(413)	0	0	57	0	312	(44)
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Net Expenditure/ (Income)

11,778	0	0	(748)	79	(1,164)	9,945
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Explanation of major items above

	£000	FTE
MTFS Efficiency: procurement of Estate Services and Housing Management contract (including transfer of staff)	(748)	(131)
MTFS Growth: Contribution towards EU Life project costs	79	
Transfer of resident involvement and mediation services budgets to Commissioning and Quality Assurance Division	(95)	
Transfer of Housing Occupancy Team from Housing Options Division	233	4
Transfer of voids rubbish clearance budget to Housing Repairs Division	(250)	
Transfer of development voids budget to Regeneration Division	(32)	
Transfer of pest control budget from Finance and Resources Division	59	
Reduction in recharge to General Fund for use of area housing offices	50	
Reallocation of Neighbourhood Management South contract budget to Commissioning and Quality Assurance Division	(1,273)	
Other adjustments	144	
Total	(1,833)	(127)

**HOUSING REVENUE ACCOUNT
COMMISSIONING & QUALITY ASSURANCE**

This division provides a combination of supporting services to other divisions and leads on clienting and improving current policies, procedures and services.

	2013/2014	2014/2015
Full Time Equivalents	13	13

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	589	0	0	0	0	(2)	587
Premises	6	0	0	0	0	(6)	0
Transport	6	0	0	0	0	0	6
Supplies & Services	473	0	0	0	246	(17)	702
Third Party Payments	0	0	0	0	35	1,412	1,447
Transfer Payments	245	0	0	0	250	0	495
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

1,319	0	0	0	531	1,387	3,237
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Support Services Recharges

0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

0	0	0	0	0	0	0
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Net Expenditure/ (Income)

1,319	0	0	0	531	1,387	3,237
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Explanation of major items above

	£000	FTE
MTFS Growth: Financial Accounting training for Residents' Associations	40	
MTFS Growth: Residents' Satisfaction Survey	35	
MTFS Growth: Parking Review	176	
MTFS Growth: Audit of Residents' Association	30	
MTFS Growth: Incentive payments for tenants who downsize	250	
Reallocation of Neighbourhood Management South contract budget to Commissioning and Quality Assurance Division	1273	
Transfer of resident involvement and mediation service budgets from Housing Services	95	
Other adjustments	19	
Total	1,918	0

**HOUSING REVENUE ACCOUNT
PROPERTY SERVICES**

This division deals with all the physical aspects of asset management of the housing and other properties and holdings held within the HRA. Its primary focus is on improving customer satisfaction with repairs and the quality of the estates whilst driving down costs to achieve a sustainable HRA. This budget includes the Compliance, Health and Safety; Business Intelligence; Planned and Capital Work and Operational and Engineering Technical Monitoring teams.

	2013/2014	2014/2015
Full Time Equivalents	78	51

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	2,506	0	0	0	0	(859)	1,647
Premises	0	0	0	0	0	0	0
Transport	38	0	0	0	0	(11)	27
Supplies & Services	273	0	0	0	0	110	383
Third Party Payments	0	0	0	0	0	7	7
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	2,817	0	0	0	0	(753)	2,064
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	(6)	(6)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	(273)	0	0	0	0	273	0
Gross Income	(273)	0	0	0	0	267	(6)
Net Expenditure/ (Income)	2,544	0	0	0	0	(486)	2,058

Explanation of major items above

	£000	FTE
Reorganisation of division (including transfer of staff to new repairs contractor)	(486)	(27)
Total	(486)	(27)

**HOUSING REVENUE ACCOUNT
FINANCE & RESOURCES**

This budget includes the cost of the departmental Finance, Systems and Programmes and Leasehold Services teams; and corporate support services recharges.

	2013/2014	2014/2015
Full Time Equivalents	33	31

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	3,126	0	0	0	0	(181)	2,945
Premises	437	0	0	0	0	51	488
Transport	4	0	0	0	0	0	4
Supplies & Services	2,772	0	0	0	957	1,783	5,512
Third Party Payments	12	0	0	0	215	(8)	219
Transfer Payments	0	0	0	0	0	0	0
Support Services	6,676	0	0	(776)	0	141	6,041
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

13,027	0	0	(776)	1,172	1,786	15,209
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Support Services Recharges

0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(340)	0	0	0	0	85	(255)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(340)	0	0	0	0	85	(255)
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Net Expenditure/ (Income)

12,687	0	0	(776)	1,172	1,871	14,954
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Explanation of major items above

	£000	FTE
MTFS Efficiency: Early achievement of reduction in cost of Corporate Service Level Agreements	(776)	
MTFS Growth: reversal of temporary growth for Northgate contract	(593)	
MTFS Growth: Temporary growth for MITIE contract	500	
MTFS Growth: Temporary one year growth: project resource for next phase of MTFS savings	250	
MTFS Growth: Changes to Leasehold Management systems	200	
MTFS Growth: Leaseholders' satisfaction survey	15	
MTFS Growth: Housing Development Programme, non capitalisable pre planning costs	500	
MTFS Growth: Strategic Regeneration and Housing Development	300	
Transfer of pest control budget to Housing Services division	(59)	
Provision for risk	2,000	
Other adjustments	(70)	(2)
Total	2,267	(2)

**HOUSING REVENUE ACCOUNT
HOUSING OPTIONS**

This budget includes the management costs and rental income for Hostels and the HRA share of Housing Options management costs, together with the Homebuy team which focuses on assisting Council tenants or those on the waiting list, key workers and first time buyers living or working in the borough to purchase a home. This budget includes the HRA share of the Allocations and Property Solutions teams.

	2013/2014	2014/2015
Full Time Equivalents	19	15

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	772	0	0	0	0	(166)	606
Premises	252	0	0	0	0	110	362
Transport	4	0	0	0	0	(1)	3
Supplies & Services	396	0	0	0	0	(84)	312
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	59	0	0	0	0	(59)	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

1,483	0	0	0	0	0	(200)	1,283
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Support Services Recharges

0	0	0	0	0	0	0	0
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Income

Internal Recharge Income	(63)	0	0	0	0	15	(48)
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	(271)	0	0	0	0	(32)	(303)
Customer & Client Receipts	(527)	0	0	0	0	(3)	(530)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

(861)	0	0	0	0	0	(20)	(881)
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Net Expenditure/ (Income)

622	0	0	0	0	0	(220)	402
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Explanation of major items above

	£000	FTE
Transfer of Housing Occupancy team to Housing Services division	(233)	(4)
Provision for commercial property rent and rates	81	
Reduction in income from Right To Buy valuation fee	(32)	
Increase in Temporary On Licence Scheme management fee	(36)	
Total	(220)	(4)

HOUSING REVENUE ACCOUNT REGENERATION

The Regeneration team is responsible for the delivery and co-ordination of the Decent Neighbourhoods programme, as well as the long term strategic planning, investment and improvement of the Council's housing estates providing high quality places for people to live.

	2013/2014	2014/2015
Full Time Equivalents	5	7

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	95	0	0	0	0	91	186
Premises	0	0	0	0	0	32	32
Transport	0	0	0	0	0	0	0
Supplies & Services	27	0	0	0	113	(27)	113
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	138	0	0	0	0	(138)	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

260	0	0	0	113	(42)	331
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Support Services Recharges

0	0	0	0	0	0	0
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Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

0	0	0	0	0	0	0
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Net Expenditure/ (Income)

260	0	0	0	113	(42)	331
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Explanation of major items above

	£000	FTE
Growth: Earls Court regeneration	113	
Increase in salary costs following reorganisation	91	2
Transfer of development voids budget from Housing Services Division	32	
Reversal of budget for planning costs	(138)	
Other adjustments	(27)	
Total	71	2

**HOUSING REVENUE ACCOUNT
SAFER NEIGHBOURHOODS**

This budget is for the Anti Social Behaviour Unit and Estate Wardens service. The full time equivalent staff are based in the Environment, Leisure and Residents' Services department.

2013/2014	2014/2015
-	-

Full Time Equivalents

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	759	0	0	0	0	15	774
Premises	0	0	0	0	0	0	0
Transport	34	0	0	0	0	0	34
Supplies & Services	31	0	0	0	0	0	31
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	(259)	0	0	0	0	(2)	(261)
Capital Charges	0	0	0	0	0	0	0
Gross Expenditure	565	0	0	0	0	13	578
Support Services Recharges	0	0	0	0	0	0	0
Income							
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	0	0	0	0	0	0	0
Net Expenditure/ (Income)	565	0	0	0	0	13	578

Explanation of major items above

	£000	FTE
Revision of staffing costs	13	
Total	13	0

**HOUSING REVENUE ACCOUNT
ADULT SOCIAL CARE**

The provision of specialised access and support equipment in HRA properties.

	2013/2014	2014/2015
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	48	0	0	0	0	0	48
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

	48	0	0	0	0	0	48
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	48	0	0	0	0	0	48

Explanation of major items above

	£000	FTE
Total	0	0

**HOUSING REVENUE ACCOUNT
HOLDING CODES**

This budget relates to the Council's role in acting as the conduit through which tenants' water rates and communal heating charges are recovered and paid to the utility companies.

	2013/2014	2014/2015
Full Time Equivalents	0	0

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	5,242	0	0	0	0	0	5,242
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	0	0	0	0	0	0	0

Gross Expenditure

Support Services Recharges

Income

Gross Expenditure	5,242	0	0	0	0	0	5,242
Support Services Recharges	0	0	0	0	0	0	0
Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	(5,242)	0	0	0	0	0	(5,242)
Interest & Other	0	0	0	0	0	0	0
Use of Balances & Reserves	0	0	0	0	0	0	0

Gross Income

Net Expenditure/ (Income)

Explanation of major items above	£000	FTE
Total	0	0

**HOUSING REVENUE ACCOUNT
CAPITAL CHARGES**

Capital financing costs incurred in relation to debt servicing and capital expenditure.

	2013/2014	2014/2015
Full Time Equivalents	-	-

Subjective Analysis of Estimates

Expenditure

	2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
Employees	0	0	0	0	0	0	0
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	0	0	0	0	0	0	0
Third Party Payments	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Services	0	0	0	0	0	0	0
Capital Charges	28,092	0	0	(727)	113	536	28,014

Gross Expenditure

Support Services Recharges

Income

Internal Recharge Income	0	0	0	0	0	0	0
Government Grants	0	0	0	0	0	0	0
Reimbursements & Contributions	0	0	0	0	0	0	0
Customer & Client Receipts	0	0	0	0	0	0	0
Interest & Other	(64)	0	0	0	0	(86)	(150)
Use of Balances & Reserves	0	0	0	0	0	0	0
Gross Income	(64)	0	0	0	0	(86)	(150)

Net Expenditure/ (Income)

2013/2014 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Variations £000	2014/2015 Estimates £000
28,092	0	0	(727)	113	536	28,014
0	0	0	0	0	0	0
28,028	0	0	(727)	113	450	27,864

Explanation of major items above

	£000	FTE
MTFS Efficiency: Reduced interest payable following debt reduction	(727)	
MTFS Growth: Revenue contribution to capital	113	
Increase in major repairs allowance	532	
Increase in interest receivable on balances	(86)	
Other minor adjustments	4	
Total	(164)	0

CAPITAL BUDGET SUMMARY

Introduction

The capital budget summary below sets out an updated resource forecast and a capital programme for 2014/15 to 2017/18. Since 2006/07, the Council has put in place a debt reduction strategy which has enabled £90m of CFR to be repaid at the end of 2012/13. The capital programme seeks to build on this debt reduction, whilst funding essential new investment and meeting key Council priorities.

The Council remains committed to a number of major projects such as the regeneration of King Street and the Earls Court estate in West Kensington, together with a range of Decent Neighbourhood schemes.

Council Capital Programme (General Fund & Decent Neighbourhoods, including HRA)

Capital Expenditure	Original Budget 2014/15	Indicative Budget 2015/16	Indicative Budget 2016/17	Indicative Budget 2017/18	Total
	£'000	£'000	£'000	£'000	£'000
Children's Services	38,316	4,772	100	-	43,188
Adult Social Care	1,971	450	450	450	3,321
Transport & Technical Services	7,236	7,155	7,231	7,231	28,853
Finance & Corporate Governance	1,058	750	750	750	3,308
Environment, Leisure & Residents Services	700	692	500	500	2,392
Libraries	-	-	-	-	-
Sub-total	49,281	13,819	9,031	8,931	81,062
Decent Neighbourhoods (Housing & Regeneration)	91,647	97,644	54,159	53,720	297,170
Total Capital Programme	140,928	111,463	63,190	62,651	378,232
Capital Financing					
Capital grants from central government departments (inc SCE(C))	29,166	4,306	100	-	33,572
Grants and contributions from private developers and from leaseholders, etc.	4,824	4,874	4,514	4,000	18,212
Grants and contributions from non-departmental public bodies	3,774	193	-	-	3,967
Capital funding from GLA bodies	2,729	4,079	2,157	2,157	11,122
Use of capital receipts to finance capital expenditure	81,675	79,955	37,961	35,342	234,933
Capital expenditure financed from the Housing Revenue Account	113	761	553	2,773	4,200
Capital expenditure financed by the Major Repairs Reserve (MRR) / Major Repairs Allowance (MRA)	17,886	16,751	17,361	17,835	69,833
Capital expenditure financed from the General Fund Revenue Account	761	544	544	544	2,393
Total Capital Financing	140,928	111,463	63,190	62,651	378,232

Council Capital Programme By Service Area

Name of Capital Scheme	Original Budget 2014/15 £'000	Indicative Original Budget 2015/16 £'000	Indicative Original Budget 2016/17 £'000	Indicative Original Budget 2017/18 £'000	Total £'000
Children's Services					
Lyric Theatre Development	3,991	193	-	-	4,184
Schools Capital Programme (Organisation Strategy)	34,325	4,579	100	-	39,004
Total Children's Services	38,316	4,772	100	-	43,188
Adult Social Care					
Extra Care New Build project (Adults' Personal Social Services Grant)	957	-	-	-	957
Grants To Social Landlords (Hostel Improvement)	60	-	-	-	60
Community Capacity Grant	504	-	-	-	504
Disabled Facilities	450	450	450	450	1,800
Total Adult Social Care	1,971	450	450	450	3,321
Transport & Technical Services					
Corporate Buildings Planned Maintenance	2,500	2,500	2,500	2,500	10,000
Footways & Carriageways	2,030	2,030	2,030	2,030	8,120
Transport For London Schemes	2,162	2,081	2,157	2,157	8,557
Controlled Parking Zones	275	275	275	275	1,100
Column Replacement	269	269	269	269	1,076
Total Transport & Technical Services	7,236	7,155	7,231	7,231	28,853
Finance & Corporate Governance					
Contribution to Invest to Save Fund	750	750	750	750	3,000
Relocation of HAFAD to Edward Woods Community Centre and Related Refurbishment Requirements	308	-	-	-	308
Total Finance & Corporate Governance	1,058	750	750	750	3,308
Environment, Leisure & Residents Services					
Parks Improvements Capital Programme	500	500	500	500	2,000
Public CCTV	200	192	-	-	392
Total Environment, Leisure & Residents Services	700	692	500	500	2,392
Decent Neighbourhoods (Housing and Regeneration)					
Housing Revenue Account					
Supply (Major voids/hostels)	1,521	1,499	1,001	1,000	5,021
Energy Schemes	2,213	4,392	4,408	4,429	15,442
Lift Schemes	5,977	5,669	5,512	5,000	22,158
Internal Modernisation	2,610	2,551	2,601	2,500	10,262
Major Refurb	6,206	1,500	18,028	22,901	48,635
Planned Maint. Framework	19,848	20,006	4,499	-	44,353
Minor Programmes	8,966	6,913	6,444	6,790	29,113
ASC/ELRS Managed	1,050	1,050	1,050	1,050	4,200
Sub-total	48,391	43,580	43,543	43,670	179,184
Decent Neighbourhoods					
HRA Debt Repayment	2,414	13,020	5,866	6,150	27,450
Earl's Court buy back cost	21,743	23,374	-	-	45,117
Earl's Court project team cost	3,639	3,718	3,799	3,900	15,056
Housing Development Programme	12,041	13,237	951	-	26,229
Other DNF projects	3,419	715	-	-	4,134
Sub-total	43,256	54,064	10,616	10,050	117,986
Total Decent Neighbourhoods (Housing and Regeneration)	91,647	97,644	54,159	53,720	297,170
Total Capital Programme	140,928	111,463	63,190	62,651	378,232

Investment in Services

The approved original capital programme for 2014/15 and resource forecast is summarised in Table 1. Indicative budget figures are provided for 2015/16 to 2017/18. The overall capital programme is forecast to be in surplus at the end of 2014/15 by £9.5m, based on current expenditure projections used. **In accordance with Council's debt reduction strategy this surplus will, in the first instance, be earmarked for the repayment of debt.** A full breakdown of the general fund capital schemes is provided later in this section.

Table 1 – General Fund Capital Programme Summary

All figures in £000	Original Budget 2014/15	Indicative Budget 2015/16 – 2017/18
Expenditure		
Children's Services	38,316	43,188
Adult Social Care	1,971	3,321
Transport & Technical Services	7,236	28,853
Finance and Corporate Services	1,058	3,308
Environment, Leisure & Residents Services	700	2,392
Total Expenditure	49,281	81,062
Resourced by:		
Capital Receipts	(13,218)	(32,181)
Government Grants	(29,166)	(33,572)
Grants and contributions from private developers	(200)	(392)
Grants and contributions from non-departmental public bodies	(3,774)	(3,967)
Capital funding from GLA bodies	(2,162)	(8,557)
Revenue Contributions	(761)	(2,393)
Total Resources	(49,281)	(81,062)

Within the capital programme, the Council maintains a core rolling programme. These ensure that the Council continues to make a capital investment in key areas and are summarised in Table 2 below.

Table 2 – Core Rolling Programmes

All figures in £000	2014/15	2015/16	2016/17	2017/18
Carriageways Planned Maintenance	1,280	1,280	1,280	1,280
Footways Planned Maintenance	750	750	750	750
Corporate Planned Maintenance	2,500	2,500	2,500	2,500
Private Sector Housing Grants	450	450	450	450
Parks Development	500	500	500	500
Contributions to Invest to Save	750	750	750	750
Total	6,230	6,230	6,230	6,230

Decent Neighbourhoods (Housing & Regeneration)

The original Decent Neighbourhoods capital programme for 2014/15 to 2017/18 is summarised in table 3 below:

Table 3 – Decent Neighbourhoods (Housing & Regeneration) Programme Summary

All figures in £000	2014/15	2014/15 - 2017/18
Expenditure		
Decent Neighbourhoods Schemes	43,256	117,986
Housing Revenue Account	48,391	179,184
Total Expenditure	91,647	297,170
Resourced By:		
Capital Receipts brought forward	(59,165)	(108,378)
Capital Receipts in period	(41,836)	(146,143)
Major Repairs Allowance/Reserve	(17,886)	(69,833)
Leasehold & Other External Contributions	(5,304)	(24,585)
Total Resources	(124,191)	(348,939)
Cumulative Balance (Surplus)/ Deficit	(32,544)	(51,769)

A key Council objective is the regeneration of housing estates and creation of sustainable communities. Certain housing capital receipts have been earmarked for this purpose and a number of initiatives are now in progress, following on from specific Cabinet Approvals.

The programme is forecast to be in surplus for the 4 years to 2017/18 by £2.6m based on the forecast expenditure and resources plan. The actual level and timing, of sales underpinning this surplus in resources is subject to a number of risks.

Investment from the Decent Neighbourhoods Programme is used to:

- invest in existing Council Housing to ensure homes are maintained at a decent standard, statutory and health and safety obligations are complied with, energy efficiency is improved and residual backlog works which were outside the scope of the decent homes programme are addressed including meeting resident priorities such as security and environmental improvements.
- to deliver 100 additional low cost home ownership opportunities by direct development, **in pursuance of the Councils Housing Strategy "Building a Housing Ladder of Opportunity" as set out in the Housing Development Programme business plan approved by Cabinet on 24 June 2013.**
- to deliver the regeneration of the West Kensington and Gibbs Green Estates (Earls Court) as set out in the report approved by Cabinet on 3rd September 2012, the principal potential cost allowed for in the forecast is the purchasing of any leasehold or freehold interests.
- to repay debt as it becomes due in accordance with the HRA Financial Strategy.

Update On Progress Of Capital Projects

The Council is currently progressing a number of major projects that are likely to impact on the capital programme over the next four years. An update is provided in this section on current

progress. As these projects are progressed, appropriate amendments will be made to capital and revenue estimates subject to member approval.

King Street Regeneration

Hammersmith & Fulham (LBHF) Council's planning applications committee gave the green light for the £150million regeneration scheme, from King Street Developments Hammersmith Ltd (KSD) - a joint venture between Helical Bar plc and Grainger plc, at a meeting on 12th November 2013. Subject to imminent finalisation of the S106 Agreement and then verification by the Mayor of London the planning approval now paves the way for KSD to regenerate the area around and including the town hall extension. The package of improvements includes: 196 high quality new homes; a three-screen community cinema, to be operated by Curzon; new retail, restaurant and cafe space; replacement offices for the council and a new town square. The Grade-II listed town hall will have its former ceremonial stone steps reinstated to link up with the new public piazza while the replacement council offices will be built to the west of Nigel Playfair Avenue. KSD will also provide £5.25 million towards a regeneration fund to boost the surrounding area and refurbish the Grade-II listed town hall, which was built in 1938. It is anticipated that the strategy can be delivered at net nil cost to the Council (i.e. the town hall refurbishment works will only draw on existing maintenance budgets with all other costs being met by the developers) but this will need to be kept under review.

Earl's Court

LBHF entered into a Conditional Land Sale agreement, (CLSA) on 23rd January 2013, with the developer Capital & Counties Properties Plc (CapCo), to include Council owned land including the West Kensington and Gibbs Green Estates in a comprehensive re-development programme. As part of the re-development programme, CapCo will provide LBHF with 760 replacement homes, while other benefits to the wider community include further 740 intermediate affordable homes, jobs, and open spaces. Full details can be found in the 3 September 2012 Cabinet Report. The trigger notice for the CLSA was served in November 2013; this means that the agreement is now unconditional, and CapCo have made a commitment to pay LBHF 5 annual instalments of £15m from December 2015.

Housing Development Programme

On 24 June 2013, the Cabinet approved the Business Plan 2013-2017 to deliver 100 Discounted Market Sales and 33 Private Sales homes at a total cost of £30.3 million via a local housing company.

The capital element of this is funded from the Decent Neighbourhoods Fund (DNF) by sale of expensive dwelling voids, complimented by new homes sales receipts and £2.7 million of GLA grant funding from Mayor's Housing covenant.

Schools' Capital Programme

Cabinet on 23rd March 2013 approved a Schools Organisation Strategy to deliver the Council's key educational priorities:

- To meet the Council's statutory responsibility to provide school places to meet demand; and
- The Council's commitment to :
 - The Special Schools Strategy
 - The Schools of Choice agenda for expanding popular schools
 - Increase the percentage of resident children choosing the Borough's schools.

In the Autumn Statement, the Chancellor reaffirmed a commitment to investing in schools. **Children's Services will be submitting a Schools Organisation Strategy 2014/15 to Cabinet** which will address the current projections for demand for school places based on known funding streams.

The Secretary of State announced capital funding grants on 19 December 2013. These are as follows (and have not been built into the budgets yet):

- universal infant free school meals capital for financial year 2014 to 2015 (£194,893); and
- basic need for financial years 2015 to 2017. This extends the previous allocations, meaning that basic need funding has now been confirmed for financial years 2014 to 2017 (£4,245,993).

Park Royal City International and Old Oak Common Opportunity Area

As part of developing the business case for a High Speed 2 / Crossrail interchange at Old Oak Common and to maximise regeneration benefits in the area, discussions have been held with the Department for Transport, High Speed 2 (HS2) Ltd, TfL and Network Rail to promote oversite development at the planned Old Oak Common station and to promote inclusion of connections with existing overground rail services. The council and the GLA have published a joint vision for the area subject to recent consultation and amendments are now being planned **to both the London Plan and the council's LDF/Local Plan to encourage appropriate** development. The Mayor of London is proposing that a Mayoral Development Corporation be established with wide-ranging powers yet to be agreed.

Community Infrastructure Levy (CIL)

With regard to resources, a major potential development in the coming years will be the introduction of the Community Infrastructure Levy (CIL). This is a new levy that local authorities can choose to charge on new (principally residential) developments in their area based on increased floorspace (subject to maintaining development viability). The money raised can be used to support development by funding enabling infrastructure that the Council, local community and neighbourhoods want. The CIL is designed to complement and in part replace the funding currently delivered through Section 106 payments on some major schemes. The Mayor of London has introduced a London-wide CIL to contribute to the funding for Crossrail and the Council is currently going through the statutory processes to introduce its own CIL. When the Council introduces its CIL, expected towards the end of 2014, this will give rise to a stream of funding which will need to be deployed for infrastructure development and improvement in order to support further regeneration and development.

2014 - 2018 CAPITAL PROGRAMME

GENERAL FUND

GENERAL FUND SUMMARY
2014/15 to 2017/18

Department	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget
	£'000	£'000	£'000	£'000
Children's Services	38,316	4,772	100	
Adult Social Care	1,971	450	450	450
Transport and Technical Services	7,236	7,155	7,231	7,231
Finance and Corporate	1,058	750	750	750
Environment, Leisure and Residents Services	700	692	500	500
Total Expenditure	49,281	13,819	9,031	8,931
Funding				
Mainstream				
Children's Services	6,620	273		
Adult Social Care	510	450	450	450
Transport and Technical Services	4,530	4,530	4,530	4,530
Finance and Corporate	1,058	750	750	750
Environment, Leisure and Residents Services	500	500	500	500
Total Mainstream	13,218	6,503	6,230	6,230
Specific Funding				
Children's Services	31,696	4,499	100	
Adult Social Care	1,461			
Transport and Technical Services	2,706	2,625	2,701	2,701
Finance and Corporate				
Environment, Leisure and Residents Services	200	192		
Total Scheme Specific	36,063	7,316	2,801	2,701
Total Resources	49,281	13,819	9,031	8,931

CHILDREN'S SERVICES CAPITAL PROGRAMME				
Schemes	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget
	£'000	£'000	£'000	£'000
Lyric Theatre Development	3,991	193		
Schools Organisational Strategy	34,325	4,579	100	
Total	38,316	4,772	100	-
FINANCING SUMMARY				
Capital receipts	6,620	273		
Specific or other funding	31,696	4,499	100	
Total	38,316	4,772	100	-

ADULT SOCIAL CARE SERVICES CAPITAL PROGRAMME				
Schemes	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget
	£'000	£'000	£'000	£'000
Hostel Improvement Grant	60			
Extra Care New Build project	957			
Community Capacity Grant	504			
Disabled Facilities Scheme	450	450	450	450
Total	1,971	450	450	450
FINANCING SUMMARY				
Capital receipts	510	450	450	450
Specific or other funding	1,461			
Total	1,971	450	450	450

TRANSPORT & TECHNICAL SERVICES CAPITAL PROGRAMME				
Schemes	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget
	£'000	£'000	£'000	£'000
Footways and Carriageways	2,030	2,030	2,030	2,030
Planned Maintenance/DDA Programme	2,500	2,500	2,500	2,500
Transport For London Schemes	2,162	2,081	2,157	2,157
Controlled Parking Zones	275	275	275	275
Column Replacement	269	269	269	269
Total	7,236	7,155	7,231	7,231
FINANCING SUMMARY				
Capital receipts	4,530	4,530	4,530	4,530
Specific or other funding	2,706	2,625	2,701	2,701
Total	7,236	7,155	7,231	7,231

FINANCE & CORPORATE GOVERNANCE CAPITAL PROGRAMME				
Schemes	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget
	£'000	£'000	£'000	£'000
Contribution to Invest to Save	750	750	750	750
Edward Woods Community Centre	308			
Total	1,058	750	750	750
FINANCING SUMMARY				
Capital receipts	1,058	750	750	750
Specific or other funding				
Total	1,058	750	750	750

ELRS CAPITAL PROGRAMME				
Schemes	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget
	£'000	£'000	£'000	£'000
Parks Expenditure	500	500	500	500
Public CCTV	200	192		
Total	700	692	500	500
FINANCING SUMMARY				
Capital receipts	500	500	500	500
Specific or other funding	200	192		
Total	700	692	500	500



2014 - 2018 CAPITAL PROGRAMME

DECENT NEIGHBOURHOODS (HOUSING AND REGENERATION)

Decent Neighbourhoods Summary	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget
	£m	£m	£m	£m
Expenditure:				
HRA Debt Repayment	2.4	13.0	5.9	6.2
HRA Capital Programme	48.4	43.6	43.5	43.7
Earls Court Buy Back Costs	21.7	23.4		
Earls Court Project Team Costs	3.6	3.7	3.8	3.9
Housing Development Programme	12.0	13.2	1.0	
Other Decent Neighbourhoods Projects	3.4	0.7		
Total Expenditure	91.6	97.6	54.2	53.7
Resources:				
Property disposals - capital receipts	(40.0)	(35.0)	(20.0)	(20.0)
Sale of new build private & DMS homes	(1.8)	(10.9)	(18.4)	
Property disposals in period	(41.8)	(45.9)	(38.4)	(20.0)
Major Repairs Allowance/Reserve	(17.9)	(16.8)	(17.4)	(17.8)
Revenue contributions	(0.1)	(0.8)	(0.6)	(2.8)
Leaseholder & other contributions & grants	(4.6)	(4.7)	(4.5)	(4.0)
GLA grant (£27K per DMS home)	(0.6)	(2.0)		
Other resources in period	(23.2)	(24.2)	(22.4)	(24.6)
Total Resources	(65.0)	(70.1)	(60.8)	(44.6)
Cumulative total (surplus)/deficit	26.6	27.5	(6.7)	9.1
Capital receipts surplus brought forward	(59.2)	(32.6)	(5.0)	(11.7)
Capital receipts surplus carried forward	(32.6)	(5.0)	(11.7)	(2.6)
Decent Neighbourhoods Capital Receipts Reconciliation	2014/15	2015/16	2016/17	2017/18
	£m	£m	£m	£m
Capital receipts surplus brought forward	(59.2)	(32.6)	(5.0)	(11.7)
Capital receipts surplus carried forward	(32.6)	(5.0)	(11.7)	(2.6)
Total variance in capital receipts	(26.6)	(27.5)	6.7	(9.1)
Property disposals in period	(41.8)	(45.9)	(38.4)	(20.0)
Total applied capital receipts	(68.5)	(73.5)	(31.7)	(29.1)

GLOSSARY

ACCOUNTING PERIOD

The timescale during which accounts are prepared. Local authority accounts have an overall accounting period of one year from 1st April to 31st March.

BALANCES

The amount of money left over at the end of the year after allowing for all expenditure and income that has taken place. These are also known as financial reserves.

BUDGET

This is a statement of planned spends for the year as aligned with council, local and national priorities

CAPITAL EXPENDITURE

Expenditure on the purchase, construction and enhancement of Council assets such as houses, offices, schools and roads. Expenditure can only be treated as 'capital' if it meets the statutory definitions and is in accordance with accounting practice and regulations.

CIPFA

Chartered Institute of Public Finance & Accountancy.

CAPITAL FINANCING

This term describes the method of financing capital expenditure, the principal methods now being loan financing, leasing, capital receipts and Capital Resource Funds.

DEPRECIATION

A provision made in the accounts to reflect the value of assets consumed during the year. Depreciation forms part of the capital charge made to service revenue accounts.

DEDICATED SCHOOLS GRANT

This is a specific grant that provides the majority of funding for education in schools. It is disbursed on the basis of a basic per pupil amount plus funding for central government priorities.

EARMARKED RESERVES

These are reserves set aside for a specific purpose or a particular service, or type of expenditure.

GENERAL FUND

The council's main revenue account that covers the net cost of all services other than the provision of council housing for rent.

GROSS EXPENDITURE, GROSS INCOME AND NET EXPENDITURE

Gross Expenditure and Gross Income arise from the provision of services as shown in the General Fund. Net Expenditure is the cost of service provision after the income is taken into account.

HOUSING REVENUE ACCOUNT (HRA)

A statutory account that contains all expenditure and income on the provision of Council housing for rent. The HRA must be kept entirely separate from the General Fund and the account must balance. Local authorities are not allowed to make up any deficit on the HRA from the General Fund.

MEDIUM TERM FINANCIAL STRATEGY (MTFS)

This is a financial plan over the medium term whose purpose is to set out how the Council will respond to changes and challenges over that timeframe and to set a context in which improved services and value-for-money will be delivered.

NATIONAL NON-DOMESTIC RATE (NNDR)

The rates paid by businesses. The amount paid is based on the rateable value set by H M Revenue and Customs multiplied by a rate in the £ set by the government which is the same throughout the country. The rates are collected by local authorities and 50% is paid to central government. 30% is retained locally for use by Hammersmith and Fulham whilst 20% is paid to the Greater London Authority.

PRECEPT

A levy made by a body that does not collect local taxation itself, but by statute can require other bodies to collect the required income from local taxpayers on their behalf. In London the precepting body is the Greater London Authority (GLA).

REVENUE EXPENDITURE

Expenditure on day to day items such as salaries, wages and running costs. These items are paid for from service income, government grant, locally retained business rates and council tax. Under the Local Government Finance Act all expenditure is deemed to be revenue unless it is specifically classified as capital.

SERVICE REPORTING CODE OF PRACTICE (SerCOP)

This replaces the former Best Value Accounting Code of Practice. It sets the financial reporting guidelines for local authorities. It supplements the principles and practice set out in the Code of Practice on Local Authority Accounting (known as the SORP), by establishing practice for consistent reporting. It provides guidance in three key areas

- The definition of total cost
- Trading accounts
- Service expenditure analysis

SERVICE LEVEL AGREEMENT (SLA)

This is a formal contract between Council departments and partners for internal services. These are mostly between support functions and frontline service delivery departments.

TRANSFER PAYMENTS

These are payments to individuals for which no goods or services are received in return by the local authority. Examples include council tax benefits, rent rebates and direct payments to health and social care clients.

Acknowledgement for photos

- Front Cover picture courtesy of Hammerprint Stock photos